

Community and Family Sentinel



"Helping commanders make life better for Army families"

November-December 1985

U.S. Army Community and Family Support Center

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Family Action Plan

Making life better for the Army family

by Edmond S. Solymosy

The purpose of The Army Family Action Plan is to provide a dynamic document that translates the vision and philosophy of the Chief of Staff, Army White Paper, "The Army Family" into action.

The plan incorporates the policy initiatives felt to be in need of improvement or in many cases, to be started, to enhance quality of life in general and to provide a lifestyle for the Army's families that is approximately equal to that which its soldiers are pledged to defend.

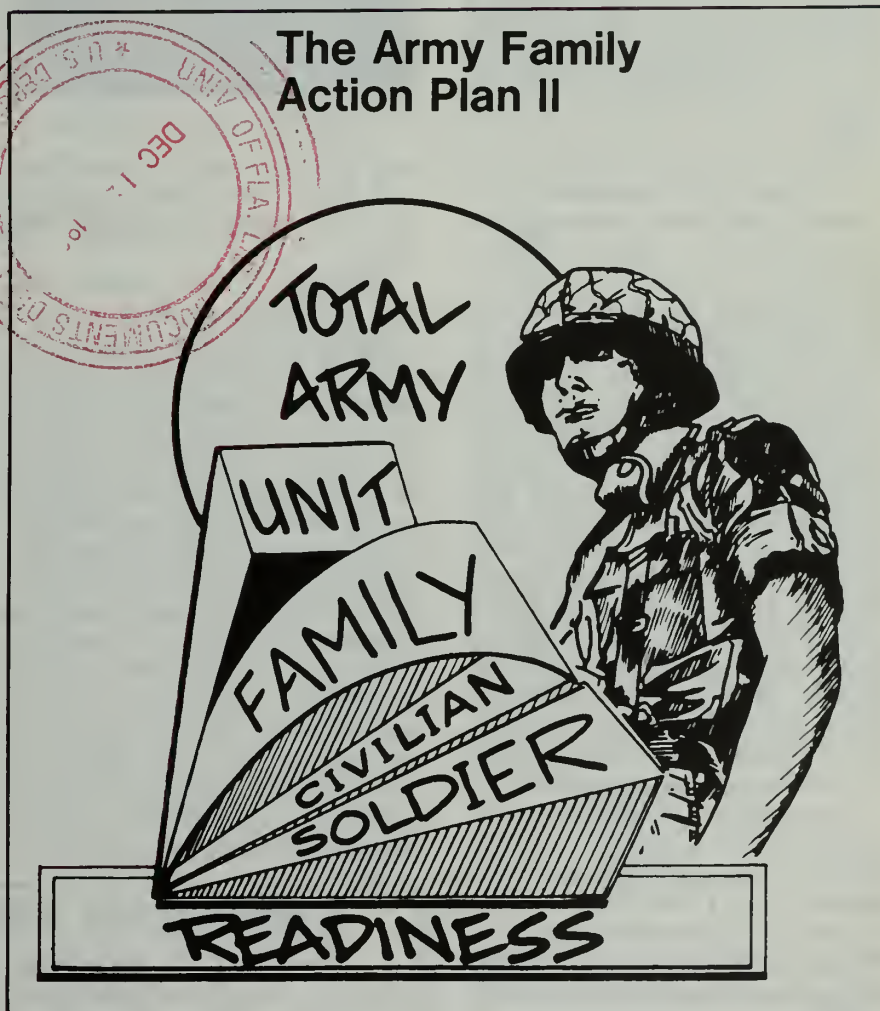
It is the unlimited liability contract of a soldier's pledge to go whenever, wherever at a minute's notice with sometimes the necessity of security denying the chance to tell family relatives about the task at hand that makes the partnership of the Army with its families an organizational imperative—an obligation of leadership.

The underlying principle of the philosophy is that through caring leadership, our Army's basic purpose and warrior ethic is supported by increased retention of outstanding soldiers and the readiness of the Army that results.

Although the Army's concern about its family did not begin recently, its focus has clearly sharpened with the recent impetus of the White Paper and Family Action Plan process.

The process started with the family symposia of 1980, 81, 82 and culminated in the 1983 Family Action Planning Conference. The concerns of family members,

The Army Family Action Plan II



findings of a report issued by the National Military Wives Association, The Army Family Action Council and ongoing Army Staff initiatives were combined during this conference. They were there, catalyzed by the White Paper, published as issues to be resolved in The Army Family Action Plan, January 1984.

Hence, the planning system is

established to continually assess needs of and identify help and resources commanders need to make life better for the Army family.

During his October visit to the US Army Community and Family Support Center, General John A. Wickham, Jr., Chief of Staff, Army said, "This family action (See FAMILY, page 38)

Senior enlisted must provide feedback

by Sgt. Maj. Juan A. Fraga

Almost a year has passed since I was assigned as the first Sgt. Maj. of the US Army Community and Family Support Center (CFSC), that was established in Nov. 84. I am the senior enlisted advisor to the commander and deputy commander. Because the CFSC mission is "Helping commanders make life better for the Army family" a good part of my job is getting a feel for how well the CFSC is doing in providing that help and whether or not the Army family's life is getting better.

To assess these points I travel a lot to major and installation commands Army-wide meeting with commanders, sergeants major, soldiers and family members. Frankly, I see the enormous task the Army and its commanders have in providing an acceptable level of family support. Yet, I am pleased and encouraged by the quick study of Army's senior enlisted leadership to identify and deal with soldiers' personal and family problems. Installation DPCA sergeants major are really helping to get the job done. They influence their community and family support policies and programs. They have also helped to bring about intense command focus on improving quality of life for families of their commands.

Through my participation in conferences such as the FORSCOM and TRADOC Sergeants Major Conference in June, the 6th Army Mobilization Conference and the Army MACOMs Sergeants Major Conference in September, I have been able to interact with a lot of Sergeants Major, soldiers and family members. I have heard their concerns that the quality of life for the Army family needs to be continually improved—as a means of improving retention, training and readiness. To the credit of the Army family action planners most of these same concerns have been captured and accepted as issues to re-



Sgt. Maj. Juan A. Fraga

solve in Army Family Action Plans I of 1984, II of 1985 and III which is being developed for 1986.

However, I must admit that even though the Army is doing a pretty good job of finding out the needs of the Army family, and is researching, planning, resourcing and in fact taking care of these needs, the Army does not always do as good a job of giving feedback to soldiers and their families. Elsewhere in this issue of the Sentinel is an article that explains the Army Family Action Planning System and provides accountability for its accomplishments. This family action planning process keeps Army's senior leadership focused on the Army family. It's this process that establishes Army's new community and family support initiatives and it is this

process that identifies and obtains resources to provide for new family support issues. At some point in this process everyone in the Army has an opportunity to participate. We all have a responsibility and we should be committed to ensure the success of this process to obtain support for the Army family as a means to also obtain better soldiering. Feedback to our soldiers is ever so important. Let them know that leadership is caring and is working to improve their quality of life. Inform them about the accomplishments since Gen. John A. Wickham, Chief of Staff, Army established his philosophy on the Army Family in 1983.

The Army's Sergeants Major are where the action is. They spend more time with the soldiers and their families than anyone. They listen and learn about what's happening, what programs are working or not working and what support soldiers want for the Army family. They tell their commanders and managers of their command community and family support programs what soldiers and families are saying—what they need—what they want. Sergeants Major need to be the catalysts in making the right things happen when they need to happen. They also need to get back to their soldiers and families and tell

(See **FEEDBACK**, page 5)

Community and Family Sentinel

**U.S. Army Community and
Family Support Center**

John O. Marsh, Jr.—Secretary of the Army
MG Robert M. Joyce—Commander
BG Edmond S. Solymosy—Deputy Commander
SGM Juan A. Fraga—Sergeant Major

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them what has been or is being done to improve their quality of life. Sometimes it's easier to wait when you know someone is really working to solve your problem.

In a recent trip I became increasingly aware of the financial difficulties being experienced by some of our younger soldiers. When I returned, I got involved in the decision process to obtain insurance for family members certified as child care givers who provide in-quarters child care service. The proposed solution was to obtain a group insurance plan from a commercial carrier ... this would have required big buck premiums. I argued that the main reason these spouses were

involved in child care was to earn more money to help make ends meet. There was no way they could afford big insurance premiums because they would have hardly anything left. So the idea of using commercial insurance carriers was dropped. A better and a really affordable way to get this insurance was found. It went into effect Oct. 1 (see article in this issue of the Sentinel for details).

My point here is, as CFSC's Sergeant Major it is my responsibility to tell my commander and deputy commander what I have seen and what soldiers in key leadership positions, soldiers and their families are saying they need and what they want the Army to do. I fol-

low through to see how the CFSC can help commanders make life better for the Army family. Then I give feedback to the people I visited letting them know if something is being done or can be done to help. The scope of Army-wide community and family support programs is vast and covers all our installations, CONUS and OCONUS. So I rely on the senior enlisted leadership to help obtain a sense of the Army family. To that end I encourage and welcome hearing from you on what's happening on your installation. I will work with you as will the Army Community and Family Support Center to help you improve the life of soldiers and their families on your installation and the Army family at large.

Letters to the Editor

Concern for youth activities

Dear Editor,

Though your fine publication has been in my office for some time, I have been able to look through it, until today. My immediate reaction was: "There is nothing in here about Youth Activities."

What happened? Is YA no longer a part of MWR? If your publication prints material submitted by Directors of Chiefs of programs then I can understand why there is no material available. With the flood of MWR/ISFO paperwork no one has time to write anything and some like myself have little time to read everything that is put out.

Be that as it may, I am con-

cerned about any reference to Youth Activities. I'm sure that every installation's Youth Activities Director is snowed under with programs projects and all that goes into a viable program for children. "My concern is where does YA fit into the MWR plans?" The emphasis now seems to be on Child Care Centers, Community Centers, Child Development Programs and Exceptional Child Care. Yet Youth Activities which provides services for children 6-19 years of age takes care of the largest group of children on any installation. But it seems like YA, its work, and its problems are overlooked or taken for granted.

Here, all staff members put in many hours of unrecompensed overtime because they are dedicated people who want to do the best and the most for the children of this installation. It seems to me that there should be a statement as to the current and future roll of Youth Activities in the Army's MWR and ISFO plans.

I know that any publication has its limitations and subject matter priorities. But such a complete neglect of YA struck me as unusual. Thanks for your time and attention.

Dick Kohnke
Director, Youth
Activities
Fort Lee, VA

Dear Mr. Kohnke:

Thank you for the comments about the Sentinel. We try to keep commanders and those involved in the management of all community and family support programs up to speed on what's happening—policy, politics, programs and activities Army-wide.

You're right, we have not published much on youth activities. Your reason for this lack of info on youth activities is equally ac-

cepted. Army Regulation 5-3, Standard Installation Organization is in its final draft and is being staffed with MACOMs and ARSTAF. The Youth Activities program is shown in AR 5-3 under the Family Support Division just as it is here in the US Army Community and Family Support Center.

Now, let's talk about the next issue of the Sentinel. You asked for it, you got it. We'll be doing a feature article on youth activities

and are gathering stories and photos as this issue goes to press.

To ensure the success of this feature on youth activities and give credit where credit is due for great programming and motivation, we can use the help of all Army Youth Program Activities Directors to send in material and photographs about their programs.

Thank you for your concern for Army's young adults.

Proper communications help organization

by **Richardson Gates**

ALEXANDRIA, Va.—Are you a manager who talks at your employees or are you communicating with them?

Communications, aimed at people, are based on a four part delivery system; originator, message, medium, and receiver.

As a manager of an MWR activity, it is important to know and use this communication process while expressing your true thoughts, feelings and moods to your employees.

Your actions and the manner in which you (originator) express yourself has tremendous influence on the way the employee (receiver) will act or react. If you are a manager who doesn't take time

to praise achievements of your employees, they may not go that extra mile for you.

Managers are paid to ensure that an effective communication exchange occurs. Sending out the wrong message or using the wrong medium (verbal, written, etc.) can cause confusion and frustration among employees. This results in a lower productivity rate that could lead to organizational failure.

A happy employee is one that understands the goals and objectives that the organization wants to achieve and the necessary steps to reach them. It's the manager who sets the goals and objectives for the activity and communicates how they will be achieved. The manager must be able to recog-

nize confusion and frustration among employees if it exists and take necessary steps to correct any misunderstood communications.

Managers have no valid excuses for allowing misunderstood communications to exist within their activity. Managers lead by example—living out the goals and objectives of the organization. The managers are the organization and must develop and motivate their employees.

Then, no longer will there be losers, but only winners in all MWR activities.

Are you a communicating manager?

(Lt. Col. Gates in TRADOC Team Chief, US Directorate, USACFSC.)

Civilians play important role in military

by **Robert M. Elton**

WASHINGTON, D.C.—Today, the Army has 484,000 civilian employees who perform in highly technical, specialized and professional functions as well as support and service assignments to help carry out the Army's complex mission worldwide.

Civilians make up about 75 percent of the Army's base operations workforce; 79 percent of the Army's Research and Development staff; and 91 percent of the Logistics Force. Of this workforce, 38,000 are supervisors and managers, and over 350 are senior executives (equivalent to general officers) and provide leadership to every function the Army performs, except combat.

Civilians have played an important role in our country's military since the colonial period. The scope and significance of that role have evolved along with the dramatic changes which have occurred in how the Army is organized, trained and equipped to fight.

During the Revolutionary War, civilians performed in a variety of

unskilled jobs, such as supply wagon and gun carriage drivers and transported supplies and artillery to the battlefield. In the wars that followed, the use of civilians took on greater significance as the Army became more complex, and the need for skilled technical personnel and managers increased. As could be expected, the number of civilians employed by the Army increased during each succeeding war and decreased accordingly when the war ended. Since World War II, the civilian role in the Army has been institutionalized.

And often when we think of leadership in the Army, we think only of its uniformed members. Although we employ almost a half million civilians, it is easy to overlook that many of them are an integral part of the Army's leadership team. As we continue to focus our attention and efforts on this year's theme of leadership, we must begin to expand our thinking and initiatives to leadership of the total Army.

Our civilian employees are an essential element of the Army culture. We cannot and must not

speak of Army leadership without including the civilian workforce. Each year the Army gets closer to the actuality of a truly consolidated organization in which individuals are placed in positions based on their capabilities and not on their status as a soldier or civilian. The Army is an integrated workforce in which civilians are a part, not an independent component, of the organization.

Civilians working for the Army now look forward to careers of progressive service similar to that of the military. Currently, there are 24 professional civilian career programs that provide opportunities to prepare systematically for position progression from entry level intern to senior executive leadership. These programs include logistics, procurement, automatic data processing, engineering and science, civilian personnel, manpower and other career fields comprising almost 92,000 employees.

Many officers and enlisted personnel will supervise civilian employees sometime during their ca-

(See CIVILIANS, page 13)

Utility support club opens at Belvoir

ALEXANDRIA Va.—Over 77,000 soldiers and their families each year face significant personal expenses upon arrival at their new duty stations. Among these are high cash de-

posits required by utility companies that can quickly strain a family's finances and take a big bite out of any advance pay which might be needed for other expenses.

One of the many items of the Army Family Action Plan is now coming to fruition.

Soldiers and civilian employees who join Army's first "Utility Support Club" at the Fort Belvoir Federal Credit Union (FBFCU) are now eligible to be waived from paying electricity utility deposits when starting service with Virginia Power Company.

A waiver agreement between FBFCU and Virginia Power Company makes Fort Belvoir the first Army installation to have such a program in a high cost area. This program applies only to where waivers can't be obtained without a guarantee.

With this program the Credit Union will reimburse Virginia Power up to \$250 for any uncollectible losses, costs or expenses incurred in providing service to a club member.

"We at Fort Belvoir strongly believe that taking care of the Army family is a very necessary thing to do," Col. Paul Tuohig, Director of Personnel and Community Activities, said.

Belonging to the Utility Support Club requires being a member of the credit union and paying a \$15 membership fee.

The long term goal for the Support Club is to include water and gas companies.

Active programs developed to reduce or eliminate utility deposits are also underway at Forts Bragg (North Carolina), Campbell (Kentucky), Hood (Texas), Polk (Louisiana), Richardson (Alaska), and Jackson (South Carolina).

Security deposits are not a problem Army-wide, and vary by installation. Many Army posts have taken the initiative and have established Utility and Rental Clearing Houses whereby deposits are waived in exchange for companies and landlords becoming part of the installation clear-

UTILITY DEPOSITS

The following installations have Utility Clearing Houses (UCH):

Ft. Bragg	1	Phone Company	Negotiating
	2	Electric Companies	Waived Deposits
Ft. Campbell	1	Water Company	Negotiating
	2	Phone Companies	Waived Deposits
	1	Gas Company	Waived Deposits
Ft. Drum	4	Electric Companies	Negotiating
	1	Water Company	Waived Deposits
	1	Phone Company	Waived Deposits
Ft. Hood	1	Gas Company	Waived Deposits
	1	Electric Company	Waived Deposits
	1	Phone Company	Reduced Deposits
Ft. McClellan	2	Electric Companies	Waived Deposits
	1	Phone Company	Waived Deposits
	1	Gas Company	Waived Deposits
Ft. Polk	1	Electric Company	Waived Deposits
	1	Phone Company	Waived Deposits
	1	Gas Company	Waived Deposits
Ft. Stewart	1	Electric Company	Waived Deposits
	2	Phone Companies	Waived Deposits
	1	Gas Company	Negotiating
Ft. Jackson	3	Electric Companies	Waived Deposits
	1	Water Company	Waived Deposits
	1	Cable TV Company	Waived Deposits
Ft. Benning	1	Phone Company	Waived Deposits
	1	Gas & Electric Company	Waived Deposits

The following have utility deposit waiver programs, but not as part of an installation UCH; individuals coordinate directly with company.

Ft. Irwin	1	Phone Company	Waived Deposits
	1	Gas Company	Negotiating
	1	Electric Company	Waived Deposits
	1	Water Company	Waived Deposits
Ft. Richardson	1	Phone Company	Waived Deposits
	1	Electric Company	Waived Deposits
Ft. Gordon	1	Phone Company	Waived Deposits
	2	Electric Companies	Waived Deposits
	3	Water Companies	Waived Deposits
Ft. McPherson	Installment payments of gas and phone deposits have been negotiated by the Consumer Affairs Officer and AER for individuals with no previous credit rating.		
Ft. Belvoir	Virginia Power will waive deposits; Utility Support Club has started.		

RENTAL DEPOSITS

The following installations have Rental Clearing House (RCH):

Ft. Polk	1	Trailer park Realtor (350 trailers)	Waived Deposits
Ft. Stewart	29	Trailer Owners	Waived Deposits

Fort Ord—has negotiated a number of rental deposit reductions with landlords using the installation Housing Referral Office.

The above is a current list as of this printing. DACF-AE is continuously updating list. POC is Mr. Richard Fafara, AV 221-6973.)

(See SUPPORT, page 16)

New business operations director for center

Col. Richard Ross, former chief of the Lodging and Hospitality Office has become the US Army Community and Family Support Center's new business operations director. Recently, Ross detailed his experience and impressions in a candid interview.

Sentinel: Col. Ross, A review of your service career reads as though you have been "groomed," so to speak, for your current position. Not only have you come from a family dedicated to service in the hospitality industry but you too have pursued this same life of dedication and commitment to making life better for your fellow soldiers and soldier families.

You were a mess officer, club officer, special services officer and billeting/housing officer from 1961-63 in New Mexico, club operations from 1961-66 in New Mexico, Fort Hood and Vietnam and again from 1970-72 in Carlisle Barracks. You have run the gamut of positions in HQDA Army hospitality/business programs starting as Chief of a technical assistance team in 1975, Chief, European Regional Office in 1978, Chief, US Regional Office in 1982, to Director, DPCA Support Directorate in 1983, to Chief, Lodging and Hospitality Office in 1984 to your current position, Director, Business Operations, USACFSC.

Even your formal education seems targeted to prepare you for this assignment. You obtained your BA degree in Hotel Restaurant Management from Michigan State University, your MBA degree from the University of Arizona and graduated from the Tuck Executive Program, Dartmouth College. You continued with specialized training in Athletic Facilities design from Harvard University and finally Hospitality Industry Investment from New York University.

You are well known as a professional, a personality, but above all as a leader.

How do you account for the absence of traditional flip-flopping from primary to secondary specialties in your career?



Col. Richard Ross

Ross: You need to go back to the situation that existed in the sixties. At that time the Army really didn't have many officers who were experienced and trained in operating hospitality type activities. Once assigned and your credentials evaluated by your local commander, you were assigned where you could do the most good. So I was continuously assigned to different quality of life programs where I could help the most.

Sentinel: At what point did you decide to focus your career on the morale, welfare and recreation arena?

Ross: That was in 1970 while I was at Carlisle. The Army wanted to send me to the Open Mess Management Course at Fort Lee and I did not want to go. I looked around the Army and really did not see many officers that had the experience, education and frankly the knack for making clubs work. At this same time there were rumblings about starting an Army club agency. It was later established as the US Army Club Management Agency (USACMA). It was then that I decided to focus my career in this arena. USACMA was willing to wait for me to complete my MBA at the University of Arizona and Command and General Staff College before I came on board. So it wasn't until 1977 that I shifted from opera-

tions to a major policy role, technical assistance, training and oversight. The past ten years have been interesting—much has changed.

Sentinel: What changes have you seen?

Ross: Changes are too many to list but I might be able to group them generically. Since Vietnam, I've seen us grow from a single soldier Army to an Army that has over half of its soldiers who are married—even soldiers married to soldiers. I've seen soldier pay increase to a point where a lower ranking single soldier living on base has a fair amount of disposable income—granted it does not seem as much once the soldier is married and moves off base. Our soldiers are more worldly, have been exposed to effective national advertising and have grown up in a society that has had much more to offer than it did say 10 or even 15 years ago. Soldiers don't want inferior quality. They want and are willing to pay for high quality programs and services. They want and are a product of their environment. They have the same level of sophistication as their fellow Americans who aren't in the Service. They are more discerning. On the other hand, they also share some of the same personal and family problems—drug and alcohol abuse, spouse and child abuse, inadequate income, in essence those very same problems that have spawned social service programs at all levels of government worldwide. I've seen a change in Army leadership. Army senior leadership from the top down is concerned and cares for soldiers and soldier families. They are making sure that Army-wide programs are established to improve living conditions, social amenities, morale, welfare and recreation, to provide educational opportunities, family support services and many other activities. All geared to making life better for the soldier.

Congress too, is more involved and sees the need to do more for soldiers and soldier families. They have a leadership role and con-

(See **DIRECTOR**, page 7)

sider themselves as a catalyst for change. They are working closely with the services to improve quality of life. The MWR Panel is skillfully maintaining that delicate balance between what the government should pay for soldier support activities with tax dollars that it does not provide tax payers at large. The MWR Panel, of the Readiness Subcommittee has been most helpful.

Our MWR facilities are aging and need modernization or replacement. The Army is committed to upgrading its MWR and other quality of life real property inventory.

ment opportunities for family members. The commander does not need to make a resource investment. The installation's morale, welfare and recreation fund is paid one half of Burger King earnings. A good deal for all. The planned construction of a Community Center and Lodge for Eighth Army in Korea will provide a modern complex with temporary living accommodations conceived with PCS folks in mind, fine dining—fast food activities, lounges, entertainment, conference rooms, shopping mall and recreational activities such as swimming pool and fitness center. If this is built on schedule it should be operational in two

now use the entire Army share of AAFES earnings to support highest priority Army-wide MWR major facility construction requirements. There are just too many other changes to cover in this brief amount of time.

Sentinel: Would you project your thinking into the future to the point where you can look back at what you had accomplished when you were Director of Business Operations?

Ross: That's a tough one because of all the outside influences beyond my control, for example, the economy not just here but worldwide—the fluctuating exchange rate of the dollar to the

“I think soldiers and families of soldiers deserve the best the Army can give them.”

Sentinel: Sounds like you have a feel for the problems and things that influence change ... How do you see soldier programs changing in the next few years?

Ross: First off, most lasting change is evolutionary. Marketing is most important, we are constantly striving to improve the marketing skills of Army program managers. What programs are needed, what is the most economical, efficient and effective way of getting the job done, and lastly, resources—what resources will be consumed and generated by the activity. We are trying new ways of doing business—Burger King on base, is a good example. Here we give soldiers a product they want at an affordable price. The Burger King provides employ-

years. But what does it change? It brings high quality at an affordable price for our soldiers and soldier families—I think they deserve the best the Army can give them. Five or six clubs will be closed. The building is efficiently engineered to keep utility maintenance and program operational costs to a minimum. In essence the concept will shift the social hub of the installation from multiple facilities to the Center. Resourcing of programs, personnel and facilities is a constant challenge—commanders and DPCAs efforts to implement the Army's self-sufficiency policy are paying off. The Army is over two years ahead of schedule. Installations no longer need DA funding support for operations and we

Deutsche (German) Mark is playing havoc on our MWR activities and AAFES as well—the Defense budget—commercial activities—Army's force structure requirements—cost of construction. All considered, however, I think the accomplishments would be in the areas of:

- programs more in tune with soldiers needs.

- higher quality programs, services and facilities.

- more efficient and effectively operated programs.

- increased responsiveness to soldiers need's for social services.

- a stronger family unit.

- a more secure, competent soldier.

- greater unit cohesion.

FCC providers covered by insurance

by Fred Arquilla

USACFSC Judge Advocate

ALEXANDRIA, Va.—USACFSC will be providing insurance coverage to Family Child Care (FCC) providers under the Risk Management Program (RIMP) of the Army Central Insurance Fund. A proposal to obtain Army-wide commercial liability insurance to cover FCC providers was scrapped as too expensive.

The plan to insure FCC providers under RIMP has received approval from the Office of the Judge Advocate General and will be in effect October 1. Changes to AR 215-1 and AR 608-10 implementing this insurance plan have been distributed to the field.

Under the plan, RIMP will insure each Army certified and provisionally certified FCC provider for \$500,000 for any claim arising out of the death or injury of a child which is caused by the negligent act or omission of the provider. Hence, RIMP will protect a

provider from personal liability for injuries to children arising from slips and falls, food contamination, burns, and other causes based on negligence or lack of proper supervision on the part of the provider.

However, as is common with commercial insurance policies in this area, RIMP will not cover claims arising from criminal acts, such as assault or sexual abuse, committed by providers or members of their households. Also, RIMP only covers claims arising from child care which is being provided in accordance with the quarters-based system of care authorized by AR 608-10.

The U.S. Army Claims Service will adjudicate claims against FCC providers in the same way that claims against the government are handled. If a claim is not settled by the Claims Service and the provider is sued in court, RIMP is authorized to hire an attorney to represent the provider and to protect the interests of the Insur-

ance Fund.

The cost of the insurance will be paid out of installation nonappropriated funds. Each installation which has a FCC program will be billed annually for this insurance based on the reported number of FCC providers on the installation. In the first year this premium will be a nominal amount of \$4.75 per provider.

Because insurance coverage will be provided free of charge to FCC providers, this aspect of the plan alone will provide a strong incentive to potential child care providers to seek certification as FCC providers and to provide child care in accordance with the provisions of AR 608-10. Since these provisions are designed to protect children and foster their development, both providers and the children they care for will greatly benefit from this insurance plan. Finally, the providers and the parents of these children will also have the peace of mind that comes with knowing that insurance coverage exists.

Major mission change for US division

ALEXANDRIA, Va.—The US Division of the US Army Community and Family Support Center (USACFSC) is planning a major mission change.

According to Col. Charles Perkins, Chief of the US Division, discussion has concluded concerning the transfer of the technical assistance function for community and family support programs to the "four-star" Major Commands (MACOMS). Details of the transfer and the actual transfer date are being developed.

"My division is here to help those commanders make life better for the Army family," Perkins stated.

"We will," Perkins added, "retain a technical assistance team for the other MACOMS to ensure positive command involvement."

Self-sufficiency, single fund, alcohol deglamorization and increasing competition are all fac-

tors requiring efficiency and effectiveness.

Perkins said his division is, and always will be committed to helping all commanders provide successful, affordable and competitive programs which respond to the needs of the Army family.

This transfer of assistance will give MACOMS the ability to carry through recommendations from their own technical assistance teams, Inspector General, and auditors.

"Improvement of the full range of community and family support programs is the major objective," Perkins said.

The US Division will be increasing its focus on audit compliance, automation, specialized programs and personnel development.

Basic and advanced instruction in the management of Morale, Welfare and Recreation (MWR) programs and instruction in the

successful operation of quality food and beverage service programs are all part of this increased focus.

Perkins said his staff will provide concept designs for renovation and layouts and evaluations insuring functional and esthetic designs.

The division will also provide a 10-15 hour condensed course in the management of MWR programs to MACOM DPCAs.

Almost 50 percent of the TRADOC DPCA Workshop in January will consist of training by Perkins and his staff.

"These are changing times," said Perkins. "The challenge to give the Army family what it needs now and in the future requires an all Army commitment."

"To meet these challenges, every opportunity must be seized,

(See CHANGE, page 26)

Computers help in controlling labor costs

by Howard S. Wilson

ALEXANDRIA, Va.—Labor costs are the non appropriated fund operation's single greatest expense, consuming approximately 38 percent of revenue. Managers trying to control labor costs have probably experienced first-hand the time required to manually extend time cards, to prepare labor cost reports and to compare the actual hours worked with those scheduled.

Fortunately, new electronic timekeeping machines are available that can provide managers with up-to-date labor cost information and control which may result in administrative cost savings and lower labor costs.

Free standing time clocks are available for approximately \$1500. Management can request summary reports from the machine and employees can be restricted as to when they can punch in or out. Management reports include total regular hours worked, overtime hours and totals of special time hours (such as holiday hours) accrued by an employee or a group. The data is printed on the time card and usually is available on a cash register size tape as well. Most of these units, however, will not compute the cost of the hours worked.

More expensive yet capable are the **time accounting machines** designed to meet the needs of activities with complex work schedules and detailed overtime and shift differential requirements. Timekeeping units capable of servicing about 200 workers (at one location) cost about \$5000. Reports available from these machines include: employee schedule, master schedule, on-premises report, tardy report, approaching overtime report and an exception report. The most sophisticated systems offer **Computer** (usually IBM PC or PC compatible) **Host Emulator Packages** to immediately access reports from the timekeeping machines. They can automatically retrieve the time and attendance data from the timekeeping machine memory,

store it on a computer diskette for later manipulation and managerial analysis and print out requested reports.

Also available are **electronic cash registers** that perform timekeeping functions. These units use the cash register keys for entry of employee identification numbers (no time card used). The systems can prepare both hourly and financial labor usage reports. Many systems are limited in the number of special pay rates that can be used.

These machines use different systems to allow the employees to

enter data. Some provide the employees with a numeric keypad where they can enter their identification number; others require the employee to insert a special card (like a credit card) into the machine. These cards are normally retained by the workers.

Many units use a punch card that resembles a regular paper timecard, but has encoded information that can be electronically read by the timekeeping machine. While the latter approach may require additional administrative

(See COMPUTERS, page 10)

NAFIs to pay unemployment

ALEXANDRIA, Va.—As the result of a study conducted by the General Accounting Office (GAO), beginning Oct. 1, 1985, the cost of Unemployment Compensation Benefits for former NAF employees will be charged to nonappropriated funds. The GAO concluded that the use of NAF to pay unemployment compensation benefits will save taxpayer dollars and provide an incentive for NAFI managers to contain these costs. Unemployment compensation benefits for former NAF employees were about \$1.8 million in FY 84.

The Risk Management Program (RIMP) has been tasked with administering the Unemployment Compensation Program. To provide funds to pay FY 86 claims, RIMP will assess each NAF activity .88 percent of NAF civilian payroll. To keep the impact on NAFI cash flow at a minimum, the assessments will be billed quarterly for FY 86, beginning Oct. 1. The quarterly Unemployment Compensation assessment must be paid within the normal 45 day period, as required for other RIMP billings. The effectiveness of quarterly billing will be reviewed, if payments have not been received in a timely manner, an annual billing for the total assessment will be considered for the future.

RIMP will also establish a system for verifying claims. The initial processing of ES-931, "Request for Wage and Separation Information," will continue to be done by the Central Payroll Offices. RIMP will create a system to compare the verified ES-931's with the quarterly listings of paid benefits compiled by state unemployment offices. We anticipate substantial savings by identifying errors on the state lists; and insuring that we are only paying for benefits for former Army NAF employees.

By becoming actively involved in the Unemployment Compensation process, we will be able to identify problem areas and find solutions that will further reduce the costs of the Program. The Unemployment Compensation process requires communication and cooperation among NAF managers, personnel offices, payroll offices and state unemployment offices. Improving communications between all elements involved will contribute to the efficiency of the program. RIMP will also provide information to make NAF managers aware of the costs and encourage measures to control costs that will ultimately result in savings in the program.

(POC for Unemployment Compensation at RIMP is Terry Mullen, AUTOVON 2221-9480.)

Insurance premiums based on loss experience

ALEXANDRIA Va.—The Risk Management Program (RIMP) provides property and casualty insurance for Army NAFIs. The insurance premium rates RIMP charges to NAFIs are reviewed each year and adjusted depending on loss and claim experience of each type of insurance.

For FY 86 there are several significant rate changes. Under the Property Program, rates have been increased for buildings, vehicle damage and fidelity bonding. These increases reflect the high loss experience in FY 85.

RIMP will continue to charge a separate rate for aircraft hull insurance for the Alaska Flying clubs, but loss experience for the Alaska clubs and all others has improved, so rates can be decreased slightly for FY 86. The excess aircraft liability premiums have been increased to cover an anticipated increase in the commercial liability insurance policy.

Tort (liability) claims began to show a trend toward more and

greater bodily injury claim settlements over the past three years. The tort premium for FY 85 was increased 100% because of several large claim payments. This trend is continuing and another increase is necessary for FY 86.

Rates for U.S. Workers' Compensation will be reduced for the fifth consecutive year. In 1979 RIMP began to self-insure Workers' Compensation so that reserves for claim payments could be invested in the NAF Central Banking and Investment Program. The interest earned on reserves has helped fund the program and reduce the cost of this insurance to NAFIs.

Over the five years RIMP has self-insured Workers' Compensation premiums have been reduced 50%.

Insurance premium rates reflect loss experience. The key to keeping rates low is preventing accidents through training, on risk management, increasing awareness of safety and security measures.

COMPUTERS, from page 9

work (to have the machine prepare the timecard for initial use), it does avoid the problem of lost cards. It also provides the necessary information without requiring employees to learn a new way of punching in or out of work.

As computers become commonplace in MWR activities, the use of these devices will greatly increase. They allow managers to quickly gather information which can be used to make decisions that result in improved scheduling and labor cost control.

Companies that supply electronic timekeeping equipment include:

Kronos Incorporated

62 Forth Ave
Waltham, MA 02154
Phone 617-890-3232
GSA Contract # GS-00F-69244
Simplex
8940 Old Annapolis Road
Columbia, Maryland 21045
Phone Washington, DC area
621-5230
Surrounding areas
1-800-638-2334
GSA Contract # GS-00F-69241
Morton Management
10 Campbell Court
Kensington, Maryland 20895
Phone 301-588-1122
(Maj. Howard S. Wilson is the
Chief, Management Information
Team, US Division, USACFSC.)

Investment steering committee formed

ALEXANDRIA, Va.—An Investment Steering Committee has been formed to provide advice and oversight to non-appropriated fund investment operations at Headquarters, Department of the Army. The committee will oversee the Army Banking and Investment Fund (ABIF) and the Army Central Retirement Fund (ACRF). The ABIF consolidates the funds of individual installation throughout the Army and invests monies not required for daily operations. The investments are in predominantly government securities.

The ACRF uses various insurance companies to invest contributions from employer and employees until funds are required to pay retirement benefits for nonappropriated (NAF) employees.

The committee includes members from USACFSC, Comptroller of the Army and The Judge Advocate General. Additional assistance will be provided by an investment advisor from the private sector. Besides providing guidance for investment operations, the committee will give the Morale, Welfare and Recreation Review Committee (MWRRC) periodic reports of investment performance.

Financial training available

ALEXANDRIA, Va.—In March 1984, the U.S. Divisions in conjunction with other elements of the US Army Community and Family Support Center (USACFSC), developed a 30-hour, one-week course of instruction encompassing financial management, marketing, the installation "Single Fund" concept, internal controls, workforce management and control, management information systems and other critical operational areas.

Army-wide implementation of two new concepts designed to enhance Morale, Welfare, and Recreation (MWR) operations, installation self-sufficiency and the Single Fund have highlighted the need for business-oriented training targeted to MWR activity managers, many of whom lack the experience to successfully operate in a business environment.

Organizational unity and team-playing are stressed in the course as the essential elements in better servicing the needs of the soldier and the Army family. The class, originally planned to support the Single Fund Test, is now being conducted throughout the Army. Its expansive curriculum and positive results have received accolades not only from attendees but from major installation commanders and MWR managers.

To date, the class has been conducted at 56 installations, benefitting 1,958 installation MWR management personnel. USACFSC anticipates that the class will have been presented at all Army installations by March 1986.

The U.S. Division is also in the process of developing a refresher program as a follow-up class. The class will introduce innovative concepts in MWR management and will address those areas in which trainees remain weak.

ALEXANDRIA, Va.—The U.S. Army Community and Family Support Center (USACFSC) assisted the Soldier Support Center, Fort Benjamin Harrison, IN, with training as part of the Army Community Service (ACS) Orientation Course. 91 students attended the training.

With nearly a third of all Army personnel assigned to US Army, Europe (USAREUR), this course provides an excellent opportunity to promote family support policies and philosophy and to address family support program implications.

Club course successful

ALEXANDRIA, Va.—The Business Operations Division of the U.S. Army Community and Family Support Center (USACFSC) held two classes in August that provided advanced training for military and civilian club managers. The Executive Club Management Course is designed to sharpen business skills and propose alternative ways of dealing with the continued de-emphasis on the consumption of alcohol.

Included in the course was instruction in food and beverage

The training also affords USACFSC personnel the chance to comprehend the unique aspects of an assignment in Europe with its heavy emphasis on training and extended family separation caused by unit deployments.

Information received from Headquarters, Department of the Army was critical to the success of the course, stimulated discussion, and promoted linkages with ACS and Child Development Services personnel throughout the European theater. USACFSC personnel also met with USAREUR major command program managers to discuss concerns and initiatives.

management, nutritional planning, menu planning and development, restaurant management, facility design and layout, profit planning, computer orientation and risk management.

Students also had the opportunity to visit and observe several leading hospitality operations in the Fort Lauderdale-Miami area. 60 Army officers, noncommissioned officers and civilians attended. (*For more information, contact Judy Minzes, autovon 221-0702.*)



Florida International University and Michigan State University were the hosts to more than 100 club management personnel who attended four specially developed food management courses for MWR managers. There were 55 installations represented from CONUS, Europe, Alaska, Hawaii and Korea.

Earth tones become major theme in clubs

NEW YORK—Several new trends in Army Club design have been brought to light as a result of a Club and Food Service survey of recently completed construction projects.

Installation club managers have voiced a preference for earth tone colors in interior decor, have shown an increased professionalism by serving fast-food, and have made the club host to a variety of events.

FORT RILEY, Kan.—The 15,000 square foot non-commissioned officers' club is painted with earth tone hues of orange and dark brown.

A committee elected to use contemporary decor after visiting other clubs at Fort Knox, Ky. and Fort Lee, Va. A skylight allows sunlight in to give the club a natural glow.

"A fast-food kitchen is concealed by a wall," said Joseph Gilmore, installation club manager. From 6:30 to 8:30 p.m., the club is transformed into a neighborhood eatery where families drop by for chicken, ribs, and hardy entertainment. Afterwards, the club reopens as the purveyor of nightlife excitement.

The Army Corps of Engineers built the Fort Riley club and all furnishings were bought through General Services Administration (GSA) contracts.

A computerized bar system permits alcohol to be stored in a single room. Approximately 1,200 combinations of cocktails can be keyed into the computer, according to Gilmore, "For a scotch and water, all you do is press the scotch key and then the water key—the drink is made with no mess and is automatically rung up and deducted from inventory," he added.

Computer control has also entered the kitchens of the Fort Riley club. "It's like the big name fast-food kitchen," Gilmore said. "Food is cooked uniformly, customers are always billed correctly, and inventory is a breeze."

FORT MCCLELLAN, Ala.—Thirty feet was added to increase the space in the ballroom, booths and the cocktail area were refurbished at the non-commissioned

officers' club.

Brown and rust tones are dominant in the interior of the club, according to Robert Cole, installation club manager.

"Since troop strength at the fort has recently increased, the club's capacity had to increase also", he said. Now the facility can hold up to 425 people in the banquet dining room and 130 of what Cole terms "close friends" in the cocktail lounge.

Booths have been re-covered with a suede-type material that has proven to be durable and easy to clean. Stools in the cocktail area are of dark brown vinyl.

New furniture has also been purchased for the ballroom, with new chairs and tables for two. "Customer reaction has been very positive," Cole said. "The club has a new warm look to it. Previously, it was stark with the traditional club colors of red and black."

Ballroom chairs are made to be stacked so they can be stored to clear the floor for an event.

In designing the club, "We were driven by aesthetics," Cole said.

FORT LEONARD WOOD, Mo.—The newly built club is 16,000 square feet and seats 600 in the ballroom, reported installation club manager James Mullen.

Since Missouri doesn't allow the sale of alcohol to those under the age of 21, the enlisted club is broken into two areas: the 21 Lounge, and the Trainee Club for those under 21.

A fast-food kitchen feeds the young crowds who either gather around video games in the game room or unleash their energy to disco music on the dance floor.

Walls of an eggshell hue are

splashed with pastel stripes of orange and brown that accentuate the drop ceiling. "Earthtones are not just a trend in military clubs; they're a trend in society as a whole," Mullen emphasized.

Subdued colors are carried to the furnishings themselves with black chairs dotting the disco area. Small round tables and 30-inch square tables serve the needs of the trainees that visit the club on the two nights it is open each week.

Chairs in the ballroom are also black, but are made of chrome and are easy to stack.

Mullen realizes that the club can meet other needs and wants to open it to the military community for a bingo night. In addition, the club serves as a meeting area for various conferences held at the post.

CARSLISLE BARRACKS, Pa.—"Our theme is class," said Warrant Officer Edward C. Hoover, the newly appointed installation club manager who makes it clear that there is no room for tackiness in the recently renovated officers' club.

A new kitchen, commander's dining room, bar, wall coverings, chandelier and fixtures now grace the club. "And a new manager," Hoover proudly asserted.

Subdued white and earth tones form an elegant atmosphere that attracts patrons to fill its capacity of 630. Furnishings consist of early Victorian and Chippendale couches of light beige and gray.

As a result of the upgraded atmosphere, membership in the club rose 40 percent, according to Hoover.

(See CLUBS, page 13)

CLUBS, from page 12

Round, rectangular and square tables permit seating for an intimate pair, a fun foursome, a savvy sixsome or an outing of eight.

The emphasis on class is successful since the clientele of the club is in the 45 to 55-year-old bracket. Most fit the upper middle class style with dancing to piano music in the ballroom being a popular favorite, according to Hoover.

The club is open five nights a week, from Tuesday to Saturday. On Sunday mornings brunch is served and breakfast is available on Monday mornings.

REDSTONE ARSENAL, Ala.—Earthtones continue to be a sensation with the officers' club showing its colors in beige, rust, and brown tones with an occasional touch of green and red.

Brass rails run through the appropriately named Brass Room, while green, black, beige and rust blossom in the dining room.

The ballroom hosts a regal touch of red with beige, and the lounge continues with the beige while adding a touch of brown.

Chairs are wing-backed and are made of a very durable suede-like material, according to Harry Hoover, club manager.

The club is open six nights a week and serves a Sunday brunch. Cost of the club was \$3.8 million.

FORT BENNING, Ga.—Fast-food, disco dancing and a game room are all popular at the newly built enlisted club. Brown and off-white add a tasteful bit of nature to the interior, according to

Jerry Jackson, installation club manager.

From 350 to 400 people fill the main ballroom while a lounge for non-commissioned officers has a 20 person capacity.

A portion of the club serves as the officers' club and can hold up to 200 guests within its 55,000 square feet.

Padded durable chairs of a light bronze color cost \$60 each while stools for the cocktail area are covered in a darker shade of bronze vinyl and cost \$93 each.

Within the cocktail area, the club's off-white walls are emblazoned with a streak of brown that lightens in shade across its width.

There are a variety of 40-inch and 32-inch round and square cocktail tables scattered throughout the club. Cocktail chairs wrap around the tables in a contemporary seating design.

Total cost for construction of the club came to \$1.5 million.

FORT CAMPBELL, Ky.—Fast-food and Italian cuisine are favorites at the recently constructed enlisted club. In fact, food is such a popular item at the club that it now outranks the demand for alcoholic beverages, reported Lt. Col. Alex Green, installation club manager.

Food sales throughout the seven club systems have totalled \$1.8 million, while alcoholic beverage sales have rung up \$1.2 million, according to the colonel.

Round tables in two sizes—30-inch and 42-inch dot the enlisted club that seats 500 people.

Fireproof wall fabric maintains the yellow and green color scheme. Maintenance is simple since the walls clean easily and

don't dirty much to begin with, according to Green.

A disco dance floor is a favorite at the non-commissioned officers' club while enlisted personnel have a tendency to gather in the game room.

Although the gameroom and four bars are built into the walls of the club to impart a feeling of semi-privacy, all areas of the club are open, easing managerial supervision.

The club is open six nights a week and live bands often perform on the dual stage. Two levels break up the club, but both areas are accessible to the handicapped, Green said.

A computerized beverage system speeds drink mixing and maintains an inventory that is accurate even during the highest peak in business. The computer also keeps track of personnel and work schedules.

Changes in MWR Patronage

Changes to MWR patronage policy will be included in MWR UPDATE 8, scheduled to be published the week of 20 NOV 85.

Unremarried former spouses and dependents of Military personnel who are entitled to commissary, exchange, and theater privileges, will be authorized to use CAT II NAFIs (package beverage stores) and allowed separate associate memberships in Army clubs. These changes complete implementation of a recent change to DOD regulations.

Another change allows commanders to permit unaccompanied use of MWR facilities by guests and family members of soldiers who are on the installation for the purpose of visiting a soldier. This privilege must be requested by the service member. Guests and family members must sign a hold-harmless agreement prior to use.

The change to unaccompanied guest and family use of MWR activities will enhance the Army Family concept by making these programs available to family members and guests while the soldier is on duty.

CIVILIANS, from page 4

reers. Similarly, some civilians will supervise military personnel. How well they discharge this responsibility depends upon how they understand the role of all members of the Army team, the policies and systems that govern the military and civilian components of the Army, and their total leadership responsibilities.

There are fundamental differences between the military and civilian personnel system, but more

importantly, there are many similarities in the way we lead and manage soldiers and civilians. It is this common ground that provides an opportunity for all Army leaders to improve their leadership capabilities and to create an organizational climate in which our soldiers and civilians know they are important members of our team. (ARNEWS)

(Lt. Gen. Robert M. Elton is the Deputy Chief of Staff for Personnel at Department of the Army.)

New designs for model billets

ALEXANDRIA, Va.—Fort Belvoir, Va. now boasts new model billeting rooms that help educate housing and billeting managers on current design trends, and illustrate the wide range of furnishings available through the General Services Administration (GSA). These are high quality, pleasingly esthetic units that will enhance quality of life for the Army family.

The development of the 23 model rooms was a joint effort between GSA, Fort Belvoir and the U.S. Army Community and Family Support Center (USACFSC). All carpeting, furniture, draperies, and bedspreads were donated by various manufacturers.

The rooms were coordinated and accessorized by Mary Ann Miller, interior designer and Capt. James R. Thomas, former Chief, Facility Design Branch, US Division, USACFSC.

The ribbon cutting and opening ceremonies were held in July, with distinguished speakers that included Maj. Gen. Henry J. Hatch, former Assistant Chief of Engineers; Maj. Gen. Richard S. Kem, Commander, Ft. Belvoir; Brig. Gen. Edmond Solymosy, Deputy Commander, USACFSC; and Dr. Gerald B. Kauvar, Director of the Installation Management Office of the Assistant Secretary of Defense.

They emphasized the importance of upgrading transient facilities throughout the Army and the need for individual installations to develop and budget for an upgrading plan. They also indicated pleasure at the establishment of the model rooms as a tool for housing managers, many of whom don't have the opportunity to view first hand available furnishings or to talk with manufacturers.

Approximately 30 vendors participated in the open house, displaying furnishing for typical

NAF construction makes progress

ALEXANDRIA, Va.—FY 84 was the breakthrough year for Morale, Welfare, and Recreation (MWR) construction. The many changes made in MWR policies and procedures to increase nonappropriated (NAF) resources available for construction were succeeding and ahead of schedule. The surprise was the synergistic effect of this effort with the

Morale, Welfare, and Recreation Review Committee (MWRRRC) and the Army Staff (ARSTAF) which carried over to produce an outstanding Military Construction Army (MCA) construction program. The comparison table below underscores the magnitude of progress made in MWR construction during FY 84.

	MCA		NAF		TOTAL	
	#PROJ	\$0.M	#PROJ	\$0.M	#PROJ	\$0.M
FY 83	7	11.9	27	36.7	34	48.6
FY 84	37	71.5	47	78.5	84	150.0
% Growth	528	600	174	214	247	309

During FY 84 the decision was made to transfer all NAF construction to the Corps of Engineers. This decision was based on the anticipated rapid growth of the program.

The Department of Defense (DOD) Morale, Welfare and Recreation Review Committee (MWRRCC) Construction Subcommittee came under the chairmanship of the Army in FY 84. Under the leadership of Lt. Col. W.W. Dickson the subcommittee was "dual hatted" as the ad hoc working group to revise criteria for

MWR facilities in DOD Manual 4270.1-M, Construction Criteria. Significant accomplishments during FY 84 included developing SOPs for these interservice committees; standardization of MWR facilities titles; development, staffing and submission of numerous changes to DOD 4270.1-M; and developed procedures for submission of Community/MWR facilities requiring funding from both NAF, MCA and/or private funding resources in the same project. This latter procedure was approved for service implementation.

visiting officers quarters, visiting enlisted quarters, and distinguished visitor quarters. There were approximately 160 attendees, including housing and billeting managers representing most installations in the Continental United States and US Army, Europe.

A specification booklet containing floor plans and ordering information for items in each model room was prepared by USACFSC. The booklet provides billeting managers with information necessary to order any items in a particular model room, as it was shown, and additional items

to meet their specific needs.

The model rooms will be continued at Fort Belvoir indefinitely and participants in the housing courses periodically will be given tours through the rooms.

The initiative to establish model rooms and the overwhelming participation by billeting managers illustrates the Army's immediate interest in upgrading transient facilities for soldiers and their families. If substandard facilities are deemed acceptable, there is no incentive for managers to upgrade their billeting rooms. The Fort Belvoir initiative is, in contrast, encouragement to change.

Family fun fitness program helps quality of life

ZWEIBRUECKEN, West Germany—Members of the Army family are too often sedentary and do not receive the action oriented, health related information necessary to make proper lifestyle choices. The toll of daily tension and poor health habits is a loss of productivity, family social problems, increased need for health care, and a general degradation in the quality of life for our soldiers, family members, retirees, and Army civilians.

In response to this need, the 21st Support Command, US Army Europe, initiated the Family Fun Fitness Program (FFFP) in August at Kreuzberg Kaserne, Zweibruecken, Germany. FFFP is designed to provide each element of the Army family with information on specific health related issues such as stress management, drug and alcohol awareness, exercise, nutrition, weight control, safety, and social activities. The efforts of morale support activities, Army community services, American Red Cross, Department of Defense Dependent Schools, AAFES, chapel, commissary, clubs, dining facilities, and other community support groups are coordinated to support a monthly theme such as stress management.

A target group within a community, such as office workers or parents of young children, is identified and offered activities to complement the theme. All programs are presented in a positive, stimulating manner by trained community professionals. Each theme is supported by at least one special event such as a poster contest, fashion show, or nutrition oriented reception at the club.

Individuals and family units receive aerobic fitness points for physical training and sports participation and points for attending seminars and FFFP sponsored social events. Accumulation

Child care center opens

by Yvonne Friedman

NUERNBERG, West Germany

—This is a success story—a chronicle of accomplishments that can only be realized when staff agencies work in close concert with one another; when priorities are re-evaluated; when command support is ever apparent at all levels; when lines of communication are kept open and when people care; care enough to be patient but persistent, understanding but demanding, reactive but proactive.

In 1983, the Nuernberg Military Community (NMC) was home to some 28,000 soldiers and family members located in ten subcommunities spread over 1750 square miles. At that point in time there were six Child Development Centers operating in very substandard facilities with a total capacity for only 317 children. Although programs were offered, they were on a very limited scale.

With the arrival of AR 608-10 and the 133 DA mandated standards for Child Development Centers NMC realized it had a monumental problem on its hands. Time was running out and they faced the very real possibility of closing all of the Child Development Centers, a situation which was totally intolerable since NMC was and is genuinely concerned with its soldiers and family members and their quality of life.

Of the six centers that were operational, only one was capable of being renovated in its present site to meet the stringent DA requirements. One facility was immediately closed due to its location in a basement; two others housed in wooden buildings were closed. A fourth located above ground level

was granted a waiver to operate through the end of the year with greatly reduced capacity and increased staff to child ratios; a fifth was renovated to meet the very minimum of standards and the sixth and largest, serving the greatest population density, was granted a waiver to operate through Dec 31 with reduced capacity and increased staffing.

NMC has substantiated the need for 1,080 child care spaces. This past February with four Centers permanently shut down and one temporarily closed for renovations, NMC was left with a center-based capacity for only 100 children. Within the past 16 months funds were made available, designs were developed, supplies and equipment were ordered, training programs were implemented, a family child care program was initiated, contracts were let and the impossible dream became a reality.

April 1985 witnessed the grand openings of two new quality Child Development Centers, outfitted from head to toe with age appropriate, developmental supplies and equipment. Center-based capacity was back up to 235 spaces! Two additional facilities are scheduled to come on line in July 1985 and that will give another 107 spaces. The Fourth Child Development Center, which is under construction, will have a capacity for 160 children and is scheduled to be completed in September.

This Center will have been built in only 100 working days! Five Centers with a total capacity for over 400 children opening within a six month period has certainly lifted the spirits of the members of this community and filled a most vital need.

of points entitles participants to special recognition thus building self-confidence and a sense of accomplishment.

FFFP is expected to be implemented in the remaining ten 21st SUPCOM communities in June 1986 following incorporation of

lessons learned from the Zweibruecken Community Pilot Program. (For detailed information on this initiative, please contact Mr. Bruce Hildebrand at HQ, 21st SUPCOM (ACSPER) APO NY 09325-3730 or call Kaiserslautern Military (483-) 7617.)

Single-funded workforce study underway

by James R. Daugherty

Colonel James R. Daugherty, director of the newly formed Morale, Welfare and Recreation (MWR) Personnel Task Force, offers candid remarks about the roles, missions and goals of his study examining the possibility of converting MWR positions to a single-funded workforce.

ALEXANDRIA, Va.—We have known for years that the triple-tiered system of military, appropriated fund (APF) civilians and nonappropriated fund (NAF) civilians is expensive, inefficient, and unable to lend itself to proper professional development of the workforce. Continuing such a system is a disservice to our employees as well as to the soldiers and families we serve. My job is to do something about it.

In January, a Civilian Personnel Center (CIVPERCEN) study recommended an all-NAF workforce. Although such a change may be a solution, it is not preconceived as the only solution; other alternatives will be evaluated in the study as well.

It is clear, however, that an all military workforce is not the answer. High priority requirements for readiness make this impossible. Recent decisions to eliminate officer specialty code 43 (Community Activity Management Officer) and warrant officer MOS 021A (Club Officer) and drastic reductions in enlisted MOSs OOJ (Club Manager) and 03C (Physical Activities Specialist) almost eliminate military from the MWR area. I also have a tough time believing we could go all APF, which would require more spaces and money from Congress.

With these considerations in mind, it may seem at first that an all NAF workforce is the only remaining possibility. However, this is not necessarily so. There are a number of functions that traditionally receive APF support such as library services, physical fitness, youth activities and child development. I could envision a system in which these employees would all be APF and those in

traditionally NAF activities (such as clubs, bowling and snack bars) would all be NAF. This might not be the best alternative, but it could be workable.

Understandably, many APF employees are concerned about the possibility of their jobs becoming NAF. It is inconceivable to me that we would force our workforce out after all the expertise they have developed over the years. We are not about to gut the MWR program.

Without a doubt, any type of employee conversion would ini-



tially be expensive. One of my jobs is to quantify what that price tag would be and to find bill payers for it. One anticipated expense is the transfer of a person's benefits to the NAF retirement system in equal measure. Hopefully, prices will not have to be raised and services reduced in order to pay for this. One assumption the CIVPERCEN study group makes is that APF support for authorized activities will continue. Thus, those functions entitled to APF support but carrying a NAF-converted positions would reimburse the NAFI, as is now the case for many positions. We must continue to fight for this support.

In addition, we must develop (or have someone develop for us) the future workforce that we need in view of other on-going initiatives, such as single fund, contracting out, franchising major

construction and community recreation centers.

Numerous questions with few answers remain. What recruiting strategies are necessary? What standards of entry are needed? What systems of referral are advantageous? Should we increase lateral entry at management levels? How about intern programs and effective training and education for professional development? Is a mandatory mobility agreement needed?

I cannot stress enough the fact that we need help in finding the answers. Nothing is decided yet on how we will proceed; the next few months will be critical.

As an aside, I want to emphasize that "Super-NAFI" is a misnomer, a term that we are not using at all. It conjures up ideas of a stovepipe system that removes all MWR programs from the hands of the installation commander for some centralized management. First of all, that's not in my charter, and second, I cannot see that occurring in the reasonable future.

What will occur is the following: we will do an analysis of options and costs between now and Christmas and try to arrive at feasible conclusions. We will then coordinate the conclusions with the major commanders and constituencies (such as the employees affected, unions, and Congress). We hope to obtain approval by March 1986, develop and coordinate the implementation plan by June 1986, and begin implementation by October 1, 1986.

Granted, these are ambitious, some say impossible milestones. I hope we will reach them—a solution is long overdue. The task force encourages any ideas from MWR personnel in helping to reach a solution. We are on the DPCA net and correspondence will reach us at USACFSC.

SUPPORT, from page 5

ing process.

For more information, contact your local Army Community Service office.

Stewart puts bite into missing children program



Kimberly Lynn Reynolds gets her fingerprints put in her Dentify Booklet at Operation Dentify. (US Army Photo)

by Jolanda J. Woodruff

FORT STEWART, Ga.—The Fort Stewart Dental Activity, with support from the Provost Marshal Office Crime Prevention Team, sponsored "Operation Dentify" in May.

The program records a child's fingerprints and dental information in case a missing or runaway child later needs to be identified.

A Dentify booklet for each child was given to the parents to keep in their own records.

McGruff, the national crime prevention mascot answered questions and handed out materials concerning safety. A film-strip series on stranger abduction was also shown.

"We usually get between 200 and 300 children at the free identifying program. We had a problem with long waiting periods last year," said Debra Beaty, community health dental hygienist.

(Jolanda Woodruff is a public affairs officer at Fort Stewart.)

Army Guard/Reserve families get ID cards

WASHINGTON, DC—A Maryland woman and her daughter became the first National Guard family members to receive the newly printed Army Guard/Reserve Family Member ID Cards.

Lt. Gen. Emmett H. Walker, Jr., chief of the National Guard Bureau, signed and issued the cards to Mrs. Colleen Forrester and her daughter Heather, 15 at a Baltimore ceremony in June. Mrs. Forrester's husband is SSgt. Clarence (Bob) Forrester III, a member of the Combat Support Company, 1st Battalion, 175th Infantry of the Maryland Army National Guard.

The Army Guard has joined with the Army reserve in a nationwide program to issue identification cards to eligible family members. The pink cards are designed to standardize the identification process for Guard and Re-

serve family members who are eligible to utilize certain authorized active duty facilities.

During the ceremony, Walker stressed the importance of family

support for the National Guard. The ID card, he added, is a visible way the military can recognize the link between a reserve component soldier and family members.



Forrester Family and Lt. Gen. Emmett Walker discuss the uses for the identification cards. (US Army Photo)

Hale Koa—Celebrating ten years of service

The Hale Koa Hotel, located on Waikiki Beach in beautiful Hawaii, is celebrating its tenth anniversary! It's been a decade since the military hotel first opened its doors on October 25, 1975. Built with non-appropriated funds, the Hale Koa is a totally self-supporting facility that has been providing ten years of service to members and families of the Armed Forces.

The Hale Koa offers military families the finest in rooms and dining and entertainment facilities. The Hale Koa has prided itself in maintaining an almost 100 percent occupancy year-round in its 420 guest rooms.

An endless array of dining and entertainment is available for guests to enjoy.

The Luau on the beach is a popular weekly attraction that includes ancient and modern Hawaiian song and dance plus a complete traditional Hawaiian dinner.

The excitement and pageantry of the Pacific are presented three times a week at the spectacular Tama's Polynesian Revue. A lavish buffet includes Polynesian and Oriental selections. A sensational extravaganza of knife dances, Tahitian Tamures and Maori chants enthrall audiences.

Each Saturday evening the Hale Koa Hotel's Banyon Tree Showroom explodes with excitement as Hawaii's top entertainers perform at the Dinner Buffet and Show. Currently on the bill is Al Harrington, "The South Pacific Man" of Hawaii Five-O fame. The dinner show includes a fabulous buffet topped off with carved Roast Baron of Beef.

Depending on your mood, you can choose dance music or easy-listening music by going to either the Warriors Lounge or the Mauka Lounge. Live entertainment is offered nightly.

In addition to first class dining and entertainment, the Hale Koa offers all the conveniences and facilities you will need during your stay.

Besides Waikiki Beach at your



A friendly "Aloha" greeting awaits you on arrival at the Hale Koa Hotel. The name translates to "House of Warrior."

doorstep, a large freshwater pool is nearby. A gift shop, flower shop, beauty and barber shop and car rental desk are located in the lobby area. Just adjacent to the lobby is a hospitality suite for late departures and early arrivals. An activities desk books all of the hotel's shows and events as well as reservations in the Hale Koa Dining Room. There is also an Exchange on the premises and a tour office where you can book island travel and city tours, including the popular Pearl Harbor Cruise.

Coinciding with the Hale Koa Hotel's tenth anniversary has been an on-going renovation of public areas, guest rooms, restaurants and lounges.

The Warriors Lounge, one of the guests' favorite meeting places, has been completely redesigned. The floor levels have been moved to create an interesting sunken dance floor. There is now more seating and a better view of the live band which performs nightly except Monday. The "new" Warriors Lounge reopened the first week of May. The Lanai area just outside the Warriors Lounge has also been upgraded, with new tiling and furniture. This area offers a beautiful view of the beach and sunset.

Scheduled for a mid-December 1985 completion is the renovation of the Hale Koa Dining Room. The lanai areas will be enclosed with glass so that they can be air-conditioned during warm periods and left open on cool, breezy days. The look of the dining room will be changed dramatically, with a soft muted color scheme of peach and grey-blue tones. All new furnishings will be used, including the use of rattan throughout, and cozy booths along one of the walls. The dining area will be changed into a split-level room. And, to go along with the upgrading of the room, new china, silver and crystal will be used.

The guest rooms are also a part of the major renovation. Beautiful new wall coverings and freshly painted areas are all part of the upgrading. Some of the rooms will also be re-carpeted. The guest room corridors will also be brightened with new lighting, carpeting and wallpaper.

Banquet rooms will also have a new look. Already finished is the renovation of the Kohala Room, one of our smaller, more intimate banquet rooms. It has been com-

(See CELEBRATE, page 19)

CELEBRATE, from page 18

pletely re-designed, with new colors, wall coverings and carpeting.

DeRussy Hall, on the second floor, will undergo an expansion. The room will be extended on to the roof area, expanding our capabilities to serve 600 people. The room will also have the flexibility of being broken down into three smaller rooms in order to handle the various needs of conferences, conventions and other other groups. State-of-the-art equipment, furnishings and decor will create a totally new look.

Other renovation projects planned for the coming year are an upgrading of the outdoor luau site, the Mauka Lounge and Snack Bar. A full-service spa is also being planned, which will offer exercise machines, weights, a whirlpool, sauna, showers and dressing rooms, and possibly even exercise classes.

The Hale Koa Hotel is now more beautiful than ever, with even more improvements in store. Make sure to stop by and experience all of the changes for yourself . . . you'll be pleasantly surprised at the difference. And, if you've never stayed or dined at the Hale Koa, be sure to visit soon. After ten years of service to the Services, the Hale Koa has become one of Hawaii's most enjoyable and unforgettable resorts, and surely one of the nicest benefits of being in the military. Call toll free, 800-376-6027.



Located on the shores of Waikiki Beach at Fort DeRussey in Hawaii, this Armed Forces Recreation Center is a haven for rest and relaxation.

Performers for the Lua at the Hale Koa. One of the many entertaining features at the hotel.



What's happening at Army communities...

WEST POINT, NY—Army football fans throughout the world will be able to listen to all the play-by-play action of the Army's Black Knights by dialing 900-410-Army.

The U.S. Military Academy and American Telephone and Telegraph have established a "Dial-It 900" number that will allow anyone anywhere in the world to hear Army football as it happens, via the Army Football Radio Network.

This new service is in operation for all 11 Black Knight games this fall from 9 a.m. Saturday until 9 a.m. Sunday with the exception of the Boston college game on Oct. 12 which has 7 p.m. starting time. The service for this game will be in effect from 2 p.m. Saturday until 2 p.m. Sunday.

Besides the live play-by-play, fans will also be able to catch both the pre-game and post-game shows to hear highlights, interviews and other feature material.

Callers to the 900 service will be charged 50 cents for the first minute and 35 cents for each additional minute. For areas outside the U.S., Canada, Puerto Rico and the U.S. Virgin Islands, international calling rates will be in effect.

FORT CAMPBELL, Ky.—To better ensure the implementation of the Fort Campbell Family Action Plan, each Human Resources Coordinating Council (HRCC) meets a day before the Family Action Council (FAC) in order to discuss and to provide resolutions to issues surfaced at the previous FAC. The coordinating council also holds a semi-annual review and analysis of the installation's family action plan. Staff agencies report to the coordinating council on the status of actions and problems, and determine the status of progress on each issue of the action plan. New initiatives and modifications are then made as needed. The Family Action Council thus receives feedback on the status of the implementation plan, the wellness of the Army family is promoted, and tracking of progress is ensured by the command.

FORT HOOD, TX—The The Fort Hood Officers' Club has incorporated a Calorie Counter program into its lunch cafeteria line for calorie conscious diners. Each day the chef calculates the approximate number of calories in the luncheon specials and soups, taking into consideration portion sizes and preparation methods. The approximate number of calories for each item is then neatly displayed on small, attractive signs next to the menu item on the lunch line. According to Jack Jennelle, Officers Branch Manager, the program was designed in consultation with a hospital dietician, and has been well-received by diners who are keeping an eye on the ol' waistline.

A report in The New England Journal of Medicine cites three studies on the consumption of saltwater fish. One 20-year study found that eating one ounce or more of fish per day reduced by half the risk of heart attack in men. Another study noted that fish oil in the diet tends to reduce triglycerides, a body fat, like cholesterol, have been linked to heart disease. (Fatty fish, such as salmon and tuna, work as well as lower-fat counterparts like flounder and cod). A third study observed that a diet high in fish fat may exert an anti-inflammatory effect on body tissue, a discovery that could mean relief from symptoms of asthma and arthritis. *(Adapted from a Restaurant Business article.)*

FORT CAMPBELL, Ky.—After a less than successful season last year, Army Community Service (ACS) personnel wracked their brains for ways to improve Fort Campbell's Outreach Program. Cecile McDonnell, ACS social worker, is offering new attractions to the program in order to encourage more participation by the community. A drawing for two free \$20.00 food baskets at each outreach visit is now offered, and a professional flyer prepared by local training aids is mailed to military residents of each trailer park one week before a visit.

BAMBERG, West Germany—In a week-long celebration for German/American Friendship Week, the Bamberg Military Community in West Germany sponsored a number of events for soldiers, family members and city residents that culminated with a six-day "Volksfest." Special programs were conducted by the Morale Support Activities Division, the Bamberg Rod & Gun Sports Center and the German/American Kontakt Club. Events included open houses, soccer, softball, baseball and basketball competitions, a road race, golf tournament, fishing derby, picnics, an art show and a country music jamboree. The German/American Volksfest was a celebration of music, carnival rides and food specialties. The celebration on June 13-18, the 15th annual volksfest, drew a record number of Germans and Americans alike. Various organizations from the Military Community that were involved included Army Community Scholarship Association, 259th Personnel Services Company, 14th Finance Company, and companies from the 3rd Battalion, 35th Armor, which operated an American food tent. German food specialties were sold under the traditional beer tent. *(Article submitted by Judy C. Frost, Bamberg Community Information Office.)*

1st PERSCOM has reported to USAREUR major commanders on status of 7,859 family travel requests through March 85:

- Concurrent travel 45% (3567 approved requests).
- Deferred travel 37% (2896 approved requests).
- Disapproved travel 18% (1396 approved requests).

(Article adapted from PERSGRAM, HQ 1st Personnel Command.)

FORT CAMPBELL, Ky.—The Family Action Council (FAC) at Fort Campbell has excellent rapport with the local Human Resources Coordinating Council (HRCC). Currently, each HRCC

meeting is held one day prior to the FAC. Issues surfaced at the previous FAC are addressed at the HRCC, and reports or resolutions to the issues are provided directly to the FAC.

With the publication of the Fort Campbell Family Action Implementation Plan (FCFAIP), the Fort Campbell HRCC instituted a semi-annual Review and Analysis of the FCFAIP in order to ensure successful implementation of the plan. Staff agencies identified in the implementation plan report to the HRCC on the status of actions, problems, and statistical progress on each issue to be implemented by their agencies. New initiatives and modifications are made as needed. The Family Action Council thus receives feedback on the status of the implementation plan. Through these efforts, the wellness of the Army family is promoted, and tracking of progress is insured by the command.

Providing a helping hand is what the Army Community Service (ACS) is all about. Providing a helping handbook is just one extra service that the ACS at Fort Sill, Oklahoma offers to newcomers and commanders at the installation. Entitled, "How to Live at Fort Sill ... And Have Fun Doing It," the handbook provides readable and usable information on subjects ranging from an explanation of acronyms to listings of nearby motels, transportation, and religious organizations. The guide lists available activities and operating hours of morale, welfare and recreation programs, ACS services and Army and Air Force Exchange Service facilities. An index of services offered at the installation, useful phone numbers, and the attractive artwork adds up to a handbook that will be useful to both newcomers and old-timers alike.

KAISERSLAUTERN, West Germany—"Cars are the Stars" was the theme of the Kaiserslautern Army Community's Street Machine National 1985 Car Show held recently at the Kaiserslautern-East sports com-

plex. Sponsored by the Morale Support Activities Division (MSAD), the show was the brainchild of Henry Roeder, MSAD automotive craft supervisor, and MSAD's first attempt at putting together a street machine national. "The show is open to all American manufactured cars," said Roeder. "We're not just looking for that custom or modified vehicle, but also for those clean stock transportation vehicles of all ages." The first 400 entries received a free T-shirt. Prizes were given in categories such as oldest car, best engine and best car interior plus best car of each decade from 1920-1980s, and overall show winner. A disc jockey played oldies music, and other entertainment and refreshments were available.

The Army isn't the only service concerned about families. Air Force installations are also providing family support services for their soldiers in blue. The Family Support Center in Yokota, Japan, for example, has a number of programs that could be considered for Army installations as well:

- **Child Home Safety**—a 30-minute program presented to each elementary school by representatives from the hospital, police and fire department. Tips on how to be safe at home when parents are away. Coloring books are presented to reinforce the message.

- **Child Personal Safety**—offers preventive measures against child abuse for both parents and kids. Safety rules presented and stressed through a series of skits and role-playing.

- **Introduction to Home Computers**—a program that involves the whole family. An elementary exploration into the world of the personal computer and its application in the home.

- **Culture Club**—provides language lessons and takes the class on outings to places of interest in the local area.

- **Jazzercise**—offered to the entire family.

- **Mother's Together**—provides a support network for mothers.

- **Personal Time Management**
- **Retirement Seminar**
- **New Mother Care Line**—provides a telephone number new mothers can call for advice and support. This program helps mothers deal effectively with the anxieties and frustrations of infant care.

- **Teen Encounter Group Experience**—provides a therapeutic environment for a small group of teens. Emphasizes individual development of self esteem, self confidence and a positive outlook.

- **Tutors for Teens**

- **Beginning Reading Class for Adults**

- **Foreign-Born Spouse Classes**—helps the foreign-born spouse learn about American culture and customs. Topics include dining etiquette, government, banking practices, traveling and holiday observances. Taught in the spouses' native language and in English.

- **Pre-marital Seminar**—introduces prospective spouses to the military community. Both the military member and the intended spouse are driven to various helping agencies on base, greeted by a representative, provided handouts, and given a brief tour of the facility and an overview of its functions.

- **Restaurant Odyssey**—designed to take the anxiety out of venturing from the military base in a foreign country. Entire family is introduced to local restaurants and to other base residents with similar interests. Makes the family feel comfortable in their new living situation by removing the frightening aspects of interacting with a non-English speaking community. Families are driven by POV's to the restaurant of the month.

- **Hot Dog Welcome**—picnic dinner for newcomers and selected base personalities. Funding through the Officers' Wive's Club and Chapel programs.

For more information, contact Sandra L. Bongiorno, Director, Family Support Center, 475 ABW/FS, APO San Francisco 96328.

(Article adapted from Air Force Family Matters.)

Paternity now included in regulation

by Fred Arquilla
USACFSC Judge Advocate

ALEXANDRIA, Va.—Army Regulation 608-99, Support of Dependents, Paternity Claims, and Related Adoption Proceedings, has been revised. The regulation is now entitled Family Support, Child Custody, and Paternity. The revised regulation was published in an UPDATE format with an effective date of November 4.

The regulation was revised to respond to two issues of the Army Family Action Plan. One issue is the failure of soldiers to sometimes provide financial support to their families. The other is parental kidnapping and the enforcement of child custody decrees. Both issues address the fact that these problems are particularly aggravated for family members when a soldier is serving overseas unaccompanied by his or her spouse. The revisions made to the regulation are designed to ensure that soldiers do not use their military status or duty location as a means to deny financial support to family members or to evade court orders on child custody.

The revised regulation main-

tains the punitive characteristics of the old regulation—that is, a failure by a soldier to support family members continue to be a violation of a lawful general regulation punishable under the Uniform Code of Military Justice. Added to this prohibition is an additional requirement for soldiers to obey court orders on child custody. In other words, “parental kidnapping” is specifically prohibited by the regulation as it is in almost all states.

The traditional Army standard for financial support is, and still remains, an amount equal to a soldier’s basic allowance for quarters (BAQ). The regulation now clarifies precisely how BAQ is to be divided up in multiple-family situations, between soldier-spouses, and within families where child custody is split between spouses. The regulation clearly indicates what is required of a soldier in each situation. The old regulation was plagued by problems of ambiguity, vagueness, and unenforceability, which sometimes resulted in family members being left without any financial support at all. This problem has been solved in the revision with mandatory language on

financial support in every conceivable family situation.

The BAQ standard applies only until the parties have resolved their differences by a written support agreement or in court. Until then, a commander is also authorized to order temporary additional support when the BAQ amount is shown to be inadequate to the family’s financial needs.

The revised regulation, unlike the old regulation, limits the financial support obligation only to those family members the soldier has a legal obligation to support under applicable state law.

In the area of paternity, a soldier is also extended the same rights that civilians have in defending themselves against paternity suits. Also, in light of the fact that the old regulation was sometimes introduced in divorce cases to obtain a higher amount of financial support from a soldier than would otherwise be due, the revised regulation specifically advises courts that the regulation is not intended to be used for this purpose.

As the regulation states, “soldiers are entitled to the same legal rights and privileges in State courts as civilians.”

Family members take over battalion

by Earl Hicks

FORT ORD, Ca.—Earlier this year, almost 200 wives, children, and guests of the 5th Battalion, 15th Field Artillery traveled to Camp Roberts to join the battalion in the field. 1st. Sgt. Raul Garibay narrated a demonstration of the field artillery gunnery team and then the soldiers in Charlie Battery staged a hasty occupation and live fire mission for the guests.

Later everyone received hands-on training with the massive M-198 howitzers. Crew drills, small arms and automatic weapons firing, survey training and

tactical vehicle rides were the order of the day.

Then it happened. Operation Big Switch was ready to begin. Quickly, the guests went to their duty positions. Donning their Kevlar helmets, securing their ear plugs, they gripped the lanyards and stood ready.

Some guests were on the hill with binoculars trained while radios chattered. Others were in the fire direction centers rapidly putting the battery computer system through its paces, and watching it blink out its mathematical solutions.

Still others were in the battalion tactical operations center barking

orders and nervously counting down the seconds to the time to fire. The most hardy found themselves on the howitzers with eyes fixed and lanyard held tightly in their cold, sweaty palms.

Then the orders came over the wire—“Standby! Fire!”

With startling precision each howitzer fired and a thousand eyes were quickly glued to the target in the impact area.

The silence was broken by the sounds of cheering, laughter and jubilant relief as the target was hit.

After almost seven hours in the

(See FAMILY, page 33)

Families now undergoing changes

The following report is reprinted here to provide family and child support personnel one interpretation of family trends currently affecting society at large. The information provided does not specifically address military communities, but may assist family and child support personnel in anticipating future needs.

If we define a nuclear family as a working father, a housekeeper mother, and two children, then only 10 percent of Americans now live in a nuclear family.

The family—an institution focused on rearing children, dividing labor, channeling sexual energy, and preparing food—is undergoing a transformation. The living arrangements made by the other 90 percent of families fall into three broad categories: a childless single person or couple, a single parent of either sex with one or more children, and a multiple adult (an aggregate family) with two sets of divorced parents who have each remarried, creating a network in which their children often have as many as eight parents.

The “Child-Free Lifestyle”

One significant aspect of the shift away from the traditional nuclear family is that many baby boomers are choosing to postpone having children or not to have them at all. (Nearly half of married couples do not live with or have children. First births among women in their early thirties have tripled since 1973.)

This decision can be based on several factors, not the least of them financial; to raise a child from birth to 18 years of age costs an estimated \$150,000, and despite all the hoopla about Yuppies and their incomes, today's young (often two income) families have a real after tax income 2.3 percent lower than the young (usually single income) family of 1961.

Other factors include advances in areas such as nutrition that increase an older woman's chances to bring a viable fetus to term, as

well as the media's glamorization of the fast-track lifestyle many imagine Yuppies to lead. Finally, not having children is no longer viewed as failure, but rather a choice.

Single Parents

Of even greater significance is the number of children now living in single parent households. Over 25 percent of all families now are headed by a single adult, of whom nine out of ten are women; one in five children is now being raised by a single parent. The rate of growth for such households is six times that of two parent families.

Premarital birth (nine percent of American teenage girls have been or are pregnant), separation and divorce (slightly more than half of all marriages end in divorce) are the prime reasons for the rise of single parent households, but some women (and a few men) choose to have children and not marry. By 1990, 27 percent of all children, and 57 percent of black children, will live with one parent only, according to Dr. Paul Glick of Arizona State University.

The typical single parent is a woman whose income is below poverty level. In Pittsburgh, for example, the median annual income for a single white mother is \$7,263. Her black counterpart earns \$5,143.



Economic hardship is not the only problem confronting a single mother. She must also deal with the enormous pressure exerted by the “supermom” myth fostered by television shows like “One Day at a Time.” In addition, simply raising children is doubly difficult when done alone.

Some attempt a solution by finding other single parents to share housing and child care duties, but for many this works out badly since the stress these women undergo makes it hard for them to be supportive of one another. Single mothers are by far the largest single users of mental health services.

The New Extended Family

Two out of five children in the United States do not live with both of their natural parents. But, statistics indicate that many of these children are living, or will live, with at least two adults. While most of the new extended families are “reconstituted” (divorced parents who have remarried) the possible variations boggle the mind. In just one neighborhood in Chicago, researchers found 86 combinations: mother-father, mother-aunt-uncle, mother-stepfather, mother-grandmother, etc.

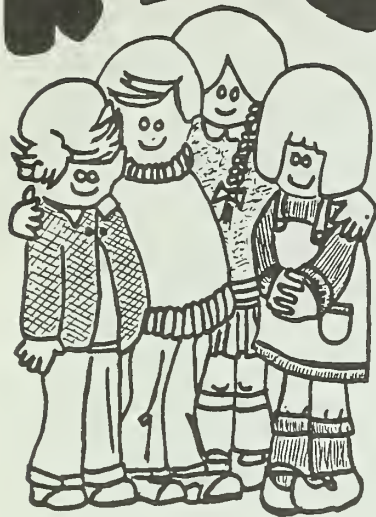
For a child, coping with the loss of a parent through divorce and adjusting to a step family after a re-marriage are difficult tasks. Most family counselors recognize this, and have developed programs for easing the transition.

This brief sketch cannot create an accurate idea of the “family of the future” simply because there is no longer a single paradigm for the typical family in our society. The challenge for those working in family and support areas is to develop programs that will address the needs of individuals who are no longer a part of the typical, nuclear family of the past.

(Article adapted from the Westrend Business Report.)

After-school program developed at Bragg

KIDS



An after-school program geared toward youth whose parents work and have difficulty providing adequate supervision for their children during the after-school hours has been developed

at Ft. Bragg. The program called KIDS will be offered to Youth Activities (YA) member, ages 6–13 years old.

The program's goals and objectives are fourfold:

First: To offer the youth exposure to a wide range of recreational activities.

Second: To enhance positive attitudes in learning and self-development within the child.

Third: To aid the child in developing proper study habits.

Fourth: To provide the child challenging activities to help promote the child's self-esteem and physical development.

ELIGIBILITY: Youth activities membership is open to children ages 6–19 of active duty military personnel, Medal of Honor recipients and their widows or widowers and family members, honorably discharged veterans with 100 percent service connected disabilities, members of ARNG and USAR during periods of active duty and scheduled inactive duty training at installation, unre-

married surviving spouses of military personnel and their family members, DOD APF and NAF civilian employees.

MEMBERSHIP: A parent or legal guardian of an eligible youth may secure a YA membership at the Registration Office from 11:30 a.m.–5 p.m., Monday–Friday, except holidays. The parent must provide documented proof of eligibility and proof of age for each child. Membership fees are \$5 per family, per membership year (September–August).

Fee: \$4 per day or \$18 per week.

TRANSPORTATION: Children enrolled in KIDS program will be picked up at their school (On Post Schools Only) by a Fort Bragg Youth Activities bus shortly after the end of the school day. A school representative will monitor the registered youth at the school site until each child is picked up by the activity bus. Activities will begin at the YA building at approximately 3:15 p.m. and last until 6:30 p.m.

Reading program becomes circus

by Judy C. Frost

BAMBERG, West Germany—Run away and join the circus.

That's just what 50 children did by participating in the Bamberg Community Library's "Circus Summer Reading Program."

The children's program is the result of combined efforts of the library and elementary school librarians from the Bamberg Military Community. The circus theme originated at HQ USAREUR, but the development and application of that theme has been the responsibility of the individual communities.

The reading program divides the children into two groups: grades two through four and grades five and six. The students receive circus bookmarks, game boards, reading logs and a circus "ticket" allowing them back every week for not just more reading and books, but other activities as

well. Strullendorf Elementary Librarian Jeanette Melder said that sessions will also include clown make-up, films and other activities for the kids.

Upon completion of seven books in a subject, a certificate is

awarded to the youngster. The child's upcoming teacher is also notified of the student's participation in the summer program.

(Judy C. Frost is information specialist for the Bamberg Community Information Office.)

Manual available for YA soccer

ALEXANDRIA, Va—The U.S. Army Community and Family Support Center (USACFSC) Youth Activities Office announces completion of its contracted work effort to prepare a "Youth Soccer Coaching Course Manual."

USACFSC will sponsor nine regional clinics to train installation-selected representatives in topics such as philosophy of coaching youth soccer, growth and development characteristics as they pertain to various key stages in childhood and adolescence, injury

rehabilitation exercises, modifications in the rules of the game according to growth and developmental stages of childhood and adolescence, practice sessions structuring and more, according to Mr. Pratt, director, Army Youth Activities.

After attending the clinics, installation representatives will be prepared to train both the seasoned and the novice parent and soldier volunteer coaches in methods that work when coaching children and youth.

YA director teaches sportsmanship

by Jose Hernandez

FORT DEVENS, Ma.—Winning isn't everything, it's the only thing.

If winning isn't important, why do they keep score?

On Fort Devens over 1,300 kids participate in the seven sports offered by the youth activities. But are the soldiers' children being pushed into today's competitive society too early?

According to acting Youth Sport Director Chris Myatt, the coaches are instructed to teach the kids the rules, sportsmanship and fair play.

"That's the name of the game, in the programs here," said Myatt, who has worked with youth for over seven years. "What's important is that the kids learn the proper way of playing the game and abide by the rules."

Kids can begin play in youth activities sports as early as six-years old. Myatt believes that the coaches of these sports serve more as a babysitting service than teachers of the game.

"Parents come in and drop their kids off for an hour and a half and they get some time away from the kid," said Myatt. They enroll them in sports, because it's convenient."

On the other hand some parents start their child at this young age in hopes they can build a superstar in sports, according to John Gladden, counselor at Army Community Service.

"People live their lives through their children," said Gladden. "Most of the people are pushing their kids to be on the A team. When a child is born every parent thinks that their baby is the most wonderful one. You want your child to do the things you never could do."

Gladden believes that parents should encourage their children to participate in sports programs. "Eventually time will tell if the kid really wants to be there," said Gladden.

But are you kidding yourself by saying that winning isn't everything?

"It's a value judgement," said Gladden. "Society teaches us that there are winners and losers. There is competition in almost everything we do."

"When in school out at recess, children are already getting a taste of competitiveness," said Gladden. "There can be psychological trauma in innocent sports. What happens when you're out at recess and they start a kickball game. Usually they choose-up

sides and then follows the selection process. One of those kids is going to be the last one chosen. Some children tend to avoid those sports later on in life and other things that deal with competition. Others draw their motivation from this and work hard to improve to not be the last one chosen."

"It's up to the individual. They're being taught life. Yes, you go out to win and in life you push to be successful. People know the winners, because they win."

The role of the coach in youth activities sports has nothing to do with how many games are won, but the way the players are taught to participate in games.

"Coaches serve as role models that children can copy," said Gladden. "Children tend to find them as additional father figures. They want to be like them, because they think that the coach is the greatest thing. So, like their parents, they work hard to impress their coach, because they care very much what the coach thinks."

Bonnie Roby spends two days a week and Saturday mornings during the fall coaching soccer to

(See COACHES, page 26)



In September, V Corps, Europe sponsored the first Youth Activities' Entertainment Contest for youths, ages 6-19 years old. The talent show was a timely adaptation of the Army's Soldier Show and installation talent contests that generate community interest at installations Army-wide.

All thirteen communities within V Corps sent their talented youths to Wildflecken. Standard Operating Procedures and Letter of Instruction is available for those interested. Seven-year-old Bernard Culpepper concentrates on his breakdance routine. He won first place in the solo speciality category. (POC is Sandra Dotson, Wildflecken Youth Activities Director).

10-12 year olds.

"I stress to them working together as a group, besides teaching them the fundamentals of the game," said Roby. "Some of these kids don't realize the importance of teamwork. That the team, not the individual is the key to success. That's my principle message that I want them to understand."

Parents, coaches, and organizers are concerned with what kids do with their spare time. Sports gives them a choice that can be constructive, as well as enjoyable to both the youth and the adults who supervise them.

"Children have a lot of energy that needs focusing," said Roby. "Sports helps them get rid of that extra energy they have."

"I rather see them in sports or in my gym, trying to reach a goal towards something positive," said Myatt. "Then out on the streets hanging out. I don't want to see any kids wasting their time and getting the opportunity to make some foolish decisions, because there was nothing better to do. Get them involved in something. Find a way without pushing too hard. Aren't our kids worth it?"

(Hernandez is a staff writer of the Fort Devens Public Affairs Office.)

CHANGE, from page 8

every recommendation to improve these family support initiatives must be implemented to improve the delivery of programs to make life better for the Army family," Perkins concluded.

(Col. Charles Perkins, US Division, AV 221-0194; Lt. Col. Peter Isaacs, European Division, Rodelheim Mil 2304-607/838; Lt. Col. Don Roja, Far East Division, Yongsan Mil 9-7996/6006; are at your disposal. These dedicated teams are committed to soldiers and their families.)

Mayors help quality of life at Hood



FORT HOOD, Texas—The Community Life Program (CLP) at Fort Hood was established to improve the quality of life for soldiers's and their families by designating a "mayor" for each Fort Hood village.

The mayor provides commanders and key staff personnel with vital information about quality of life issues. The mayor and mayoral staff members function in a variety of ways:

- Recruit, organize, and train a staff of village volunteers
- Work with the installation community life officer to provide Welcome Wagon Service to new residents and a Helping Hand Program for children
- Assess village needs and interests to provide educational, recreational and sports programs to the residents
- Plan, organize, and hold vil-

lage town hall meetings

- Act as the liaison between the village residents and installation staff agencies to assist in meeting needs
- Seek the assistance of the sponsoring unit staff to support village activities
- Report neighborhood disputes (mayors and their staff only report these incidents as they are not action personnel)
- Publish a monthly newsletter to keep village residents informed of neighborhood activities and Fort Hood events

Some of the activities that mayors have planned include spring beautification/clean-up days, community safety days, visiting Santa Claus, VIP panels at town hall meetings, street dances and family fun days.

The mayors have also encountered a number of incidents such as neighborhood disputes, domestic disturbances, child abuse, speeding in housing area, thefts and destruction of property.

The mayors are not action officers, however. They determine the needs of their residents and are able to help to meet their needs by taking advantage of the available resources at Fort Hood, thus improving the community's quality of life. *(POC for mayoral organization is Mr. Andrew Meyer, AV 737-0348.)*

Spouse center organized at Stewart

by Kim Day

FORT STEWART, Ga.—A place for the military spouse to go where she can feel comfortable, make friends and socialize in an

DPSC enjoys MWR programs

by Chuck Floyd

PHILADELPHIA—More than 100 military members and 5,000 civilian employees assigned to the Defense Personnel Support Center (DPSC) enjoy an active Morale, Welfare and Recreation program at this small installation.

Marine Lt.Col. Charles H. Ingraham, head of DPSC's military MWR program at the self-contained organization, noted that MWR is an integral part of the installation's quality of life program.

"The program was created to promote the mental and physical well-being of military members. Our program doesn't have the capability to offer all the services normally found on a military installation, but it does provide enough to keep everyone happy," Ingraham said.

"The DPSC Military Morale Support Fund council is a joint service operation composed of Army, Navy, Marine Corps and Air Force officers and enlisted members. The organization concentrates on providing a quality program, concentrating on the athletic center and family-related activities," Ingraham said.

"It's a unique experience to serve on a multi-service council. We make sure the athletic center meets the fitness needs of all the Center's military and civilian employees," he added.

The athletic center offers basketball, volleyball, racquetball, karate, boxing, weightlifting, aerobics, running, table tennis, softball and tennis.

unstructured atmosphere is what the newly organized Spouse Center at Fort Stewart is all about.

"Basically," said Pat Fellman, program chairman for the Spouse Center, "just a place to be and not feel lonely."

The center is geared for off post people, according to Fellman, because "they don't feel, many times ... a part of the Army." The Center is also open to other military spouses and Department of Defense employee spouses as well.

Fellman, a military spouse for 17 years, spends approximately six to seven hours at the Center each day. Other volunteers like Sandra Davis spend at least six to eight hours, four times a week at

the Center.

"I was getting bored at home, and there weren't any jobs when I got here," said Davis.

"I sat at home, maybe got a suntan, cleaned the house and that was it."

"I enjoy the Spouse Center and it's worth it, too, because they have different classes and activities ... you meet lots of people," concluded Davis.

Fellman feels that the program is worth the time and effort that she and the volunteers invest.

"We had over 400 people last month which was 100 more than the month before, and I think it's catching on," said Fellman.

(Day is a staff writer of the Fort Stewart Public Affairs Office.)

Co-op programs benefit everyone

by Lucy Gardner

ALEXANDRIA, Va.—The Army Community Service is not in the business of making a dollar-profit. It is, however, very much in the business of presenting worthwhile programs to enhance the quality of life of service members and their families—a people profit to the mission of our military.

Channels of cooperation and help-each-other programs are burgeoning initiatives in many of our communities. The Lawton-Fort Sill Community Co-op program, sponsored by ACS, was awarded a Presidential Citation in June.

This community partnership unites local military units and civilian organizations to work together on public service projects and to share their leisure time together at organized sporting and social events.

People, whether military or civilian, show an interest in their shared community by cleaning city parks, and by renovating the Armed Services YMCA, a children's shelter, the Fort Sill Child Development Center and a home

for the mentally handicapped. Businesses donate the necessary materials and volunteers provide the labor, an approach that has proved effective and cost-conscious.

Fort Polk and the local YMCA have also developed a cooperative understanding to the benefit of the YMCA Mobile Outreach Program. In close coordination with Army Community Services, this mobile program is reaching out to trailer parks and area communities not currently served. No government funds or material resources are committed to the operation of this expanded service.

Initiatives such as these make a strong contribution to community wellness. Installations can benefit from cooperative programs with community organizations, such as a voluntary service group, the YMCA, the American Red Cross, and the USO. To submit your program initiatives, write to HQDA, ATTN: DACF-ZEQ, Alexandria, VA 22331-0520, autovon 221-6120.

(Lucy Gardner is Management Analyst, Family Support Directorate.)

ACS founding mother pleased with results

"I have a feeling that I demonstrate, without a doubt, that old soldiers never die—they just become ACS volunteers," said Lt. Col. (ret.) Emma Baird, founding mother of Army Community Services (ACS). ACS recently celebrated its 20th anniversary with a week-long conference in Washington, D.C. Baird was a stellar figure, at the conference, in the exchange of advice and knowledge about community service.

Emma Baird's memory goes way back. When she entered the Army in 1942, she encountered "a society of men" with very few women. Married people couldn't enlist in the Army until 1942, so there was still a lack of concern about community in the Army. When a soldier needed help with personal or domestic problems, he turned to the only women around, the wives of commanders, who were few and far between among far-flung Army posts. They were the original members of ACS.

The Secretary of the Army, sensing the concerns of families left behind by the overseas movement of troops, established Army Emergency Relief (AER) in 1942.

Thousands of unexpected families poured into the Center in New York City. Emma Baird was

assigned to AER as a 2nd Lt. In early 1943, and her work has been devoted to the Army community ever since.

Baird feels that ACS "was inevitable in the Army" because soldiers have needs that change from decade to decade. The society of men that once made up the Army was now a society of soldiers and their families. The gain to Army readiness was significant because soldiers no longer had to bear the whole burden of the difficulties of an Army community lifestyle.

Assigned to the Deputy Chief of Staff for Personnel at the Pentagon in 1963, Baird had nothing but two desks and herself for her task to create a plan for some sort of Army-wide community organization. After long hours of working on the project for two months, Baird learned that she was surplus; she had not even been given an authorized spot! However, she continued her work, and in 1965, ACS was approved under Gen. Harold K. Johnson, who called it "the heart of the Army." With a motto of "self-help, service and stability," ACS was eagerly welcomed by commanders throughout the world.

After retirement and seven years of volunteer work to date,

Baird still has decided views about the proper way to run ACS. She admits that some of her views are "not necessarily those of the management," and she mentions a tendency among managers these days to spread resources too thin among all the programs of ACS. "Give the program careful examination, and if it is no longer needed by a large enough number of people, cut it!" she told her audience at the ACS conference on July 19.

Baird's legacy to the Army continues to flourish. The total budget for ACS programs in 1980 was \$4.7 million. In 1984 it was up to \$16.7 million, and fiscal year 86 targets a \$31.7 million share of the Army budget for ACS activities.

"Army leadership has been talking up the Army family and community togetherness for a couple of years now," said Col. "Spence" Greason, director of Community and Family Support Directorate, part of the Community and Family Support Center under the Deputy Chief of Staff for Personnel. "It is time that we started putting the dollars into the programs to keep productivity and enthusiasm high among volunteers and staff."

(Christina Adams, Belvoir Castle contributed to this story.)

Wickham committed to family programs

ALEXANDRIA, Va.—The Army Community Service (ACS) Training Workshop in July focused on program and fiscal implementation of new FY 86 monies. The workshop marked the 20th anniversary of ACS, and was attended by over 300 participants.

The goal of the workshop was to assist major command and installation staff personnel in achieving program standardization worldwide. Seminars covered specific ACS program areas and workshops were offered on acquiring civilian resources and

contracting considerations.

Keynote speaker for the banquet was Gen. John A. Wickham, Jr., Chief of Staff, US Army, who pledged his commitment to continued resourcing of family programs.

"You have my word that these programs will continue and that the caring relationship between the Army and its families will continue," he said.

Wickham also emphasized the need for top quality leadership and management both paid and voluntary and to use the funding

for its intended purpose.

"We need these people to ensure these resources are used efficiently and effectively," Wickham stated.

Approximately \$8 million has already been programmed for FY 86 in order to increase ACS base level funding for three major areas: Army Family Services, Family Member Employment Program, and Financial Planning and Assistance. The resources already pledged to ACS programs reflect the Army's continued emphasis on family support.

ACS volunteer coordinator enjoys Army life

by Pat Hendricks

Behind a smile and personality that could disarm the most uncordial audience is the easy-going, laid-back-yet-serious Karen Morrell, wife of the top enlisted soldier in the Army and now Volunteer Consultant for Army Community Service at the Community and Family Support Center.

After visiting several wives' groups and other family-oriented services at Fort Sill, Morrell said, "The Army is much better for soldiers and their families today than it was when Glen and I married."

Glen E. Morrell is the Sergeant Major of the Army. She married him 29 years ago when he was a private first class.

They met at a hospital in their West Virginia hometown where she was a nurse for Morrell's father, a patient in the hospital at the time.

"Glen looked awfully good in that uniform and jump boots," Morrell said, about the day she first met her husband. "We looked at each other and I said 'hello' and that was it. Then he asked me out."

Their first meeting was July 6 and they were married Sept. 27, 1956, Morrell said. She was 19.

The Army has changed a lot since that time and it's all for the better. "In the old brown shoe Army, if they wanted you to have a wife they issued you one," Morrell said, relaxing, after a long, hot day.

"Wives were not encouraged to volunteer for services or anything, mainly, because there were none. In those days you had to be careful whom you talked to," she continued. "Now young wives are finding it's OK to talk to older wives and enlisted wives can talk to officer's wives."

Morrell said coffee clubs and other women's groups are the best things that have come about because senior folks are telling younger folks, 'We do care about you and, if we can make your life better, we would like to.'

Morrell's life has gotten better



"I'm a grandmother too'." Karen Morrell (left), wife of Sergeant Major of the Army Glen Morrell, tells Chrin Ming at the Armed Services-Y nursery. Ming is a volunteer in the nursery. (US Army Photo by PFC Pat Hendricks)

since becoming wife of the Sergeant Major of the Army. "With Glen's job, I can do what I love and that is travel and talk to soldiers everywhere to find out what the Army is doing for them," she said. "And, I'm happy to say the morale is high. Of course, there are a few personal complaints but, overall, people seem to be happy."

Kicking her tired, swollen feet onto a coffee table in their suite at Fort Sill's Comanche House, Morrell said, "This is what I get for being the Sergeant Major of the Army's wife but I wouldn't trade it for the world."

Her day had been filled with a visit to the Enlisted Wives in Action meeting at the Armed Forces YMCA, the ATC drill sergeant's wives seminar, ACS, and other services around post.

Morrell said she has held almost every position within ACS, has worked with the chaplain's program for 20 years, and has been a Red Cross volunteer for 10 years and along with raising three children, she was a girl scout leader for 10 years.

She's seen many changes of command, various uniform changes and a host of rules and regulations which have governed her and her husband's life for nearly three decades. In spite of everything, Morrell said she would be willing to go through it

again.

"I often tell my husband that when he leaves the Army, I'm going to divorce him and marry a private," Morrell said. "Today's Army offers a lot more to soldiers than it used to and it is the most rewarding experience a young wife could have."

The only complaint the new grandmother has is not being able to visit her grandbaby often enough. "And I would also like to see a great big check from Congress for family programs and see family activities put on the training schedule."

Handbook available for volunteers

"Lend a hand—volunteer," a catchy title for the 84-page Volunteer Handbook published by the Army Community Service office at Fort Bliss, Texas. The book, a valuable advertising and volunteer recruitment tool, makes potential volunteers aware of organizations on the installation where volunteer services are needed, who to contact/telephone number and the position descriptions.

The positions are also written for use in the development of resumes to take full credit for volunteer work experience.

ITT contracts must be in writing

by Carolyn O'Brien

WASHINGTON—"What you *see* is what you get" may be true when you buy jellybeans. But, "what you say is what you get," when you use a NAF contract to buy tour services. A clearly written, comprehensive contract can save both the traveler and the tour escort a lot of time and trouble.

And, you must say it clearly, in writing. When developing your request for procurement plan, organize and analyze to be sure you are asking for exactly what you need. List everything expected or required. Be specific. Don't assume buses or hotel rooms will be air conditioned or heated, each room will have a private bath or rooms will not be located in the basement annex. Unless you specify what you will pay for, you have no leverage or comeback if those things are not provided. Your request for procurement must cover everything.

Even though you tell your ITT tourists in writing that there are certain things for which ITT is not responsible and you are perhaps off-the-hook legally, in the eyes of your participants you are expected to make all things right or at least to expedite the process in their behalf.

When accommodations are not as promised, or are obviously inferior, the tour escort should report the defect immediately to the management and seek relief. Tour participants should be told to inform the tour escort of bona fide deficiencies immediately rather than wait until the following day or complain on the way home.

If your hotel contract has clearly spelled out the quality and location of rooms and the equipment and other amenities to be provided, you will be in a good bargaining position to insist on room upgrade or that the hotel furnish satisfactory accommodations elsewhere.

The complaint must be made to the appropriate responsible official, and preferably with witnesses. Follow-up in writing on the spot and get a signature if possible. Tour escorts should always have an extra copy of the tour contracts with them so that discrepancies can be noted and verified immediately.

Cancellation, refunds or price reductions will depend on the seriousness of the deficiencies, the frequency or both. If air conditioning or hot water are inadequate or out of commission for a couple of hours, it is probably just

going to be a "tough luck" situation if management has fixed it within a reasonable length of time. However, if there is no hot water for two days, that deficiency will seriously impair the enjoyment of the hotel guests, and probably should be redressed in some way.

Always give tour participants an evaluation check sheet to fill in at the end of the trip, and encourage frank appraisal. If possible, respond to each critical remark, so participants know you not only read comments, but care.

ITT contracts, even for buses, should be very detailed. If sole source procurement is being used you may even specify an individual bus driver and a certain bus if they have been found to be exceptional (or conversely, if others from the same source have been less satisfactory).

Don't assume your NAF procurement people, are the "ITT experts." You must fully cover your concerns/requirements in your request for procurement. The tourist will be your responsibility, and your business will suffer if travelers feel they have not received their money's worth.

(Carolyn O'Brien is a program analyst with USACFSC Leisure Sales and Services Directorate.)

Program designed to help family unity

BAD TOELZ, West Germany—In recognition for 200 collective hours of family time together, the Bad Toelz Deputy Community Commander presented a beautiful plaque to Richard and Peggy Easley recently as part of their Bad Toelz Family Unity Award Program.

The program was created by Tom Stevens as his Masters Thesis in Recreation and Administration at the University of Iowa. However, the basic research for his thesis began while Stevens was stationed in Germany.

Like many in the military, Stevens was concerned about the time which he had to spend away

from his family. Even as a civilian, Stevens has been hard pressed for time with his family. In an effort to make up for that time, he began planning family oriented recreational activities.

While at the University of Iowa, Stevens expanded on his private family program and created a system which could apply to both civilian and military families. Upon arrival at Bad Toelz he recommended this type of program for adoption community wide as a means to build family unity. His proposal was accepted and the Family Unity Program has become an integral part of the Bad Toelz Morale Support system.

For the Easleys and their children: Richie (13), Andrew (12), and Lisa (10), putting the Family Unity Program into action was just a matter of recording their family activities: hiking, mountain climbing, swimming and biking to name only a few. Family trips to visit friends or trips to places of interest were included in their log book and the hours have really accumulated since they started the program last July.

As an added incentive for the children, the program has provided each of them awards after completion of 25 hours, 50 hours, and 200 hours.



UNIFORMED SERVICES PRIMARY CARE CENTER

by Christina Adams

FAIRFAX, Va.—A new contract health care clinic, the first of its kind, opened in Fairfax, Va., on Oct. 1. From opening day, the facility exceeded its patient expectations. In the first week, the clinic saw an average of 49 patients per day.

This new approach to health care was prompted by the overcrowded facilities at area military medical clinics. The facilities at Walter Reed, Fort Belvoir, and other military posts in the Wash-

ington area are understaffed to serve the growing throngs of people entitled to medical care.

"The average waiting time at the Fort Belvoir emergency room is three hours and 20 minutes," said Capt. Paul Mouritsen of the Surgeon General's office. "The average on-post staff already works 48-50 hours per week. Regular hospital hours end at four. If your child needs attention, but it is not an emergency, you may have nowhere to go but the emergency room.

"So we have gone off-post to where the people are. We hope to provide the care they are entitled to." Mouritsen stressed that the family practice-type facility will decrease the backlog of patients that clog hospital emergency rooms.

The PRIMUS clinic (Primary Care for Uniformed Services) opened on Oct. 1 and is open 365 days per year from 7 a.m. to 8 p.m. on weekdays and 7 a.m. to 2 p.m. on weekends and holidays. The clinic is for all DEERS-eligible personnel, just like other military medical facilities.

"This clinic was intended to serve as a model to be evaluated before we went ahead with the program, but it was so well received that we began planning the new clinics immediately," said Mouritsen. The program for clinic contracting calls for 10 more clinics in the continental U.S., with two to four opening per year. The number of clinics is expected to double.

(Christina Adams works for the Pentagon at Ft. Myer.)

Volksmarch sets record at Lewis

FORT LEWIS, Wa.—The day Fort Lewis held their 4th Annual Volksmarch was the day the Washington State record for participants at a one day Volksmarch was broken. 1,200 people walked the 10 KM trail on 17 August 1985. "Several elements contributed to the Volksmarch's success," says Peggy Hopkins, Volksmarch coordinator, "We worked with several organizations, both on and off post, and together we were able to reach a broader spectrum of potential participants."

The Evergreen State Volkssport Association is the parent organization for numerous Volksmarch Clubs in the State. The Association was the sanctioning entity as well as the key link in getting the word out to Volksmarch enthusi-

asts around the State. Another key organization that co-sponsored the event was the Fort Lewis chapter of the Association of the United States Army (AUSA). The AUSA mailed Volksmarch publicity to more than 3,000 local members and sponsored the award for the largest military organization to participate as a group. Their efforts paid off as over 300 soldiers from the 3rd Brigade, 9th Infantry Division (M) participated.

Additional coordination efforts were made by the MSA Outdoor Recreation staff. The Fort Lewis Officers' Club provided German food and beverages. "It allowed the Recreators to do what they do best and the Club system to do what they do best, a perfect com-

bination for a quality event," comments Ms. Hopkins. Fort Lewis began conducting an annual Volksmarch in 1982. The Volksmarch was and still is called WALKFEST to further the idea of a non-competitive walk for Americans who are not familiar with the term "Volksmarch."

"Not until 1984 did we decide to have the Walkfest sanctioned by the International Volkssport Federation (IVF), and participation has climbed since the sanctioning," the Fort Lewis Outdoor Recreation Planner stated.

The 1986 Volksmarch is already shaping up as the organizations that helped this year have made a commitment and plan to promote the event even bigger and better next year.

Frankfurt families enjoying recreation

by Shannon M. Sollinger

FRANKFURT, West Germany

—An innovative program put together by the outdoor recreation staff made it possible for Frankfurt Community soldiers, civilians and their family members to enjoy easily accessible water sports and camping. The outdoor recreation staff arranged to lease sites at a local, non-military facility with various recreational opportunities for the exclusive use of community members.

"Many of our people were going all the way to the Armed Forces Recreation Centers (AFRC) in Bavaria to find the opportunity to camp, boat and windsurf," says Mark Milholland, Physical Activities Coordinator for the Frankfurt Military Community. Milholland, who was the Outdoor Recreation Director at the time, saw a need for more local opportunities that demanded less travel time, and no leave time. He then arranged for the seasonal lease of three campsites at a nearby recreational lake, the Wiesensee.

"The campground by the lake has shower and laundry facilities, and a small convenience store, as well as water and electrical hook-ups at each campsite, so our campers can 'get away from it all' without really roughing it," said Milholland. "The campsites are leased for the exclusive use of the military community from May 1 through August 30, and the Outdoor Recreation staff installed a "pop up" camper that sleeps six and has a stove and sink on each of the three sites."

"Now, all a Frankfurt family has to do is to come by the Checkout Center, pay the fee (there's no limit on the rental period), pick up the map and the key and our information packet on the area, and they're all set for a relaxing weekend away from the stress of the city and the job," Milholland added.

"Once they arrive, the campers can enjoy all the recreational op-

portunities of the Wiesensee: swimming, sailing, windsurfing, fishing, rafting, hiking, biking ... or just good old fashioned resting in the sun."

The Outdoor Recreation Program for the summer also included windsurfing courses. Originally, five courses were scheduled, but they proved so popular that a sixth was added for September. The windsurf school, located at the lake, provides instruction and all the equipment, even wet suits when necessary. Frankfurt staffers provided transportation to and from the lake.

Graduates of the two-day course receive certification allowing them to windsurf on any

lake in the world. This certification is also required when renting equipment from either American or German facilities.

The campsites themselves rented for \$10 per day plus \$1 per person per day (reduced rates Monday through Thursday), and were booked solidly for all of July and August. Milholland is exploring the feasibility of renting additional sites next summer.

"It may not be Bavaria," he said, "but it is our own, and we'd like to see a lot more of our Frankfurt people taking advantage of the local opportunities here."

(Shannon Sollinger works for MSAD Public Information, Frankfurt Military Community.)



Uwe Weigert, outdoor recreation programmer, field tests one of the new boards. (US Army Photo by Shannon Sollinger)

Outdoor recreation lists high on survey



ALEXANDRIA, Va.—Ever since President Kennedy started the push for physical fitness in 1962, outdoor recreation has been moving forward as an American leisure pastime.

Dude ranches in Arizona, New Mexico, Nevada, Colorado and Texas are filled to capacity year-round. Ski slopes and camp grounds are becoming so crowded that people are being turned away. Golf courses are impossible to get on on weekends, and picnic areas and beaches are usually over crowded. And you well know what installation swimming pools are like on a hot summer day—people everywhere.

According to a recent survey, "How Do Americans Have Fun In The Sun," by the National Park Service, swimming and walking are the two most popular outdoor leisure activities in the country, followed closely by picnicing and driving for pleasure.

Results of 5,757 respondents showed the percentage of people who participated in each activity within a twelve month period as follows:

Activity	Percentage
Swimming	53
Walking	53
Picnicing	48
Driving for pleasure	48
Sightseeing	46
Fishing	34
Bicycling	32

Boating	28
Jogging	26
Camping	24
Team Sports	24
Tennis	17
Hiking	14
Golfing	13
Birdwatching	12
Hunting	12
Sledding	10
Water Skiing	9
Horseback Riding	9
Ice Skating	6
Snowmobiling	3

Most of the activities that respondents participate in contribute to physical fitness. Two years ago bicycling was rated number 20 out of 25, but now is the seventh favorite. Jogging has moved from 15th place to the 9th, while others remain in the same relative standing.

There are many other outdoor activities not rated in this survey which are increasing in popularity year after year, such as hang gliding, sail surfing, sailing and nature trailing. In California, hang gliders can be seen all along the coast and sail surfing has almost replaced regular surfing entirely. Sailing has also been gaining in popularity.

In almost every state hundreds of miles of nature trails are available for trail walks. They are so popular in some areas the walkers are issued starting times for when their walks can begin. The U.S.

Government is spending millions of dollars annually to conserve, develop and use the natural resources for the benefit and enjoyment of the American people.

Trends in outdoor recreation are monitored closely by both the government and the private sector. Since the working habits of the American people are changing and their leisure pastime needs are increasing, there must be facilities and activities to satisfy these needs.

The same holds true for the military services. Since outdoor recreation is also a major leisure pastime for our soldiers, we must monitor industry trends in order to stay current in providing the leisure activities that meet the needs of the soldier and his family.

The National Park Service conducts surveys to determine how Americans spend their leisure pastime in the outdoors. Trend information, annual comparisons and survey results can be obtained from the National Park Service Headquarters and used as a tool in planning outdoor recreation facilities and activities on Army installations.

In short, outdoor recreation is a fast growing American pastime with vast scope and potential. We, as part of the recreational and leisure industry, should take every opportunity available to us to keep in tune with leisure pastime trends that will enhance our programs and activities for military families.

FAMILY, from page 22

field, the weary guests and family members slowly began boarding the buses for their long journey home. As they rode home, the wives and children talked about their day in the field. And in their light-hearted glee, all agreed that having the 13B MOS really wasn't so bad ... if you only had to do it for a day.

(Adapted from a Panorama article.)

Red Cross volunteer receives award

by Pam Rogers

REDSTONE ARSENAL, AL.—Helping others has always been an important part of Carrie Hightower's life.

She got started in a big way at the age of 11, when she saved a small boy from drowning.

"A little boy was playing near the water, and he got too close and fell in. Everybody just stood around, not knowing what to do, and I jumped in. It was a natural instinct—the child had to be saved," she said.

Hightower, a Red Cross volunteer at the preventive medicine and dental clinics at Redstone Arsenal, has spent much of her life in volunteer activities which serve people in some way. She even saved another drowning child a few years back.

In recognition of her lifetime of service, the Epsilon Sigma Alpha service sorority has bestowed upon her its statewide DIANA

award. DIANA stands for Distinguished International Academy of Noble Achievements. The honor is given to a non-member of the organization who has "unselfishly given of herself to a remarkable degree in some area of service which benefits others," according to a letter of congratulations sent by the group to Hightower.

"I'm still in awe—I couldn't believe it. I didn't think I'd win either one. I thought someone out there was more worthy, but I guess they don't agree," she said.

Hightower didn't tell her coworkers about her notoriety at first, and when they did find out about her achievement, she said she just felt embarrassed, even though she was flattered and felt greatly honored to receive the award.

Hightower has lived in Hawaii, Germany, and at least 24 states of the 48 continental United States.

She has volunteered everywhere she lived. Her favorite job was teaching mentally retarded children in Maryland.

"Children need so much love—you can't give them too much. And the little retarded children are so innocent, so loving," she said.

With all her volunteer work, Hightower still had time to raise four children, three of whom are married. She also has two stepchildren. Her husband, Norris, works in International Logistics on post.

Hightower believes volunteering gives people a psychological lift, and keeps them from dwelling on minor problems. She certainly plans to keep it up.

"I'll continue what I'm doing to the best of my ability, and work where I'm needed," she said.

(Pam Rogers is a staff writer for the Redstone Rocket.)

Family assistance center open for mobilization

by Carl Purvis

FORT JACKSON, S.C.—When the soldiers on Fort Jackson prepare for war, what can the families do to make this period less traumatic?

According to Cheryl Jackson, Army Community Services Mobilization Coordinator, families can count on ACS to assist them in any way possible.

"We have qualified people here to do whatever is necessary to keep families intact," she said.

In the event of mobilization, ACS will set up a 24-hour Family Assistance Center and a Family Assistance Hotline, both of which will remain in operation for as long as Fort Jackson is in full mobilization status, Jackson said.

ACS also has a Family Assistance Team which will contact the soldier and his family in order to determine the family's needs.

"The team goes out to the deployment site and has the service member update an Emergency

Data Sheet, which should have been completed prior to deployment," she said.

"Our volunteers make a big difference in helping with foreign-born spouses. Service members should definitely include this fact on their data sheet," she said.

Another situation that should be taken care of is the case of the single parent.

"Single parents need to make arrangements to have someone take care of their kids," Jackson said. "Within 24 hours of mobilization, they must have a guardian for their children. They cannot be exempt for deployment."

The two most important things a soldier should have prepared long before they are deployed are a power of attorney for his spouse and a will according to Sgt. James Baszcynski.

"A General Power of Attorney is the most important piece of paper you can have," he said. "Without the power of attorney a spouse cannot pick up mail from

the service member's unit, a spouse cannot pick up a service member's check from the unit and a spouse cannot receive Army Emergency Relief funds until we get permission from the service member. It could take days to locate a soldier in a combat situation."

"If you don't have a will, the state could get a good bit of your estate if you should happen to die. So at least have a will and a power of attorney," Baszcynski added.

"After the soldiers are deployed, we hold a Family Assistance Briefing," Jackson said. "We call all the spouses together, brief them on the services available to them and try to answer all of their questions."

"We try to make the service members realize that it's better to be prepared than to wait until a crisis arises," Jackson added.

(Article courtesy of the Fort Jackson Leader.)

Energy contest builds center

by Ronda Scott

FORT SILL, Ok.—Sit-ups, push-ups and a two-mile run may be a fine routine for staying in shape, but it doesn't offer the fun, thrill or challenge of Fort Sill's new physical fitness trail.

The real fun of the new three-quarter-mile trail is at the starting point where large timber obstacles challenge a person to pull himself up a hanging rope, swing across a hand ring bridge and scale a vertical wall.

Twelve different challenges make up the course which is set up in a sand pit on the field. Signs posted at each obstacle show how to negotiate the course.

The trail which cost about \$38,000 to build, symbolizes total physical fitness in the Army family.

"I think the trail will get a lot of use not only from soldiers but family members as well," said Brig. Gen. Dennis Reimer, 111 Corps Artillery commander.

"This is an excellent addition to a model installation and it's further evidence of what the model installation program can do," Reimer added.

Besides providing fun and recreation, the fitness trail will be doing something important for Army readiness, according to Col. Donald W. Harris, chief of Fort Sill's personnel and community affairs.

"Since the Army has determined physical fitness standards are necessary for soldiers, it's our job at Fort Sill to provide them with facilities like this so they can meet those standards."

(Adapted from a Cannoneer article.)

Village hostess program helps families into german life

by Tony Nauroth

GRAFENWOEHR, West Germany—Military families in Grafenwoehr must make their homes in about 85 villages scattered throughout the area. The isolation of these families—sometimes only one to a village—is a problem for Grafenwoehr military officials who are willing to try just about anything to bring families into a cohesive community.

One unifying strand that seems to be working in the Army's largest training area in Germany is the Village Hostess program.

Administered by the Army Community Service, the program is based on the principle of neighborliness. The hostess is a point of contact, encouraging interaction among Americans who might otherwise not know that there are other military families in the village.

Former program co-chairman Cathy Heaston said these volunteers are a communications link between the families and the post. Hostesses set up coffee hours, carpools, telephone trees of other English-speaking families in the village and playmate locator services.

"Each village is different," she said, "so each hostess will do different things. It depends on the makeup of the families and the nature of her own personality."

An Army Community Service (ACS) Village Hostess newsletter lets hostesses know what other villages are doing. One common duty is a "welcome wagon" service. Every six weeks, the housing office gives ACS an updated list of village residents, and the hostess arranges an initial contact from this list.

The hostess introduces new families into the community takes

them shopping, gives them the community's historical background, shows them points of interest, gently easing them into the local German lifestyle.

Heaston pointed out that there is no way to measure the program's overall success. "We don't police the hostesses, but if one mother finds a playmate for her child, it's a success," she said.

One of the objects of the program is to instill good attitudes in people assigned to Grafenwoehr. Heaston admits it's a difficult job.

"There's always that one person, though, who is happy being miserable," she said. "There's not much we can do for them."

Karen Chambers from Neustadt Am Kulm said the biggest problem she has as a hostess is arranging something that the husbands can or want to attend.

Judy Greene's son, Jerry, Jr., was ill, and was terrified when her hostess suggested trying a German physician nearby. But she did, and not only was she pleased, but learned that he also makes house calls.

The fact that Greene spoke absolutely no German was no problem. A sympathetic young German girl in the waiting room volunteered to translate.

One of the best icebreakers is a child.

"Walk out the door with a child, and every German you meet will pat his head and ask about him," another woman said. Again, language doesn't have to be a barrier in the villages.

All it takes is a first step to become involved in the local community and the village hostesses gently provide that initial push, helping to make a German stay memorable rather than miserable.

(Article adapted from the Stars and Stripes, Europe.)

FCC homes begin in Stuttgart

STUTTGART, West Germany—In nearly every community there are hundreds of women who add an income to the family budget by providing child care services in their homes for working parents.

In the Greater Stuttgart Military Community, however, there is one step they need to take before providing child care in their homes if they live in government quarters or government-leased housing.

According to a spokesman for the Child Development Services, they must first be certified by the Family Child Care branch of the Child Development Services.

He pointed out that many times they are finding people providing child care services in government-run housing who have not been certified by his office.

"Frequently, notices are seen on

bulletin boards, in stairwells, news bulletins, and the Stuttgart Citizen advertising child care services and stating they are ASC/FCC certified," he said. "The FCC staff follows up on these child care ads and often find persons advertising who have not been approved to provide child care services.

"In order to meet the Army's criteria for certification as outlined in Army Regulation 608-10," the spokesman said, "the provider, the program and the home must meet certain minimum standards. We monitor the homes that are certified very closely to ensure quality care is being provided and that minimum fire, safety and health standards are being met.

"The Family Child Care services looks for providers who offer a family atmosphere with a limited number of children, flexible

hours and the capability of addressing special needs of the children they care for. When it is determined that the provider meets the standards, their homes are approved and are registered with the Family Child Care branch."

He said that each subcommunity in the Greater Stuttgart Military Community has a Family Child Care office and a program manager to serve the residents of that area.

"The program manager can provide parents with a list of approved child care homes with vacancies. She is also able to match the family with a child care provider who can fill the child's needs. We urge parents to contact the FCC office in their area to get information on the program and tips on selecting child care provider."

(Adapted from Stuttgart Citizen article.)

Nuernberg providing FCC service for families

by Yvonne Friedman

NUERNBERG, West Germany—What does a community do when it must close five of its six child development centers and new construction won't be realized for at least another year?

That was the dilemma facing the Nuernberg Military Community one year ago. For them, the answer was Family Child Care (FCC) but at the time this specialized activity was nothing more than a program in a regulation.

Their first step was to hire a program manager who would take this program from infancy and make it into a viable, workable alternative to the center-based system. Since there were several communities in USAREUR that have already implemented effective FCC programs, they were contacted to discuss successes, problems, pitfalls and recommendations.

Time was not spent reinventing the wheel. Standing Operating Procedures (SOPs) and pertinent materials were obtained from var-

ious communities and after careful evaluation and review of regulatory guidance, policies and procedures were adapted for Nuernberg.

Civilian agencies are rarely available in Europe as they are in the States, so training programs must be designed utilizing in-house resources. What a wealth of talent and knowledge exists in a military community! Everyone was willing to support the effort from the Community Health Nurse to the Fire Marshal, from the American Red Cross Volunteer Coordinator to their own teachers. A training program was devised and the education efforts began. All community members needed information on the benefits of an FCC program, from the commander to the family member, who had been babysitting in quarters for an extended period of time and saw no need to have the Army "interfere" with what she had always done.

A mass media blitz put out the word that Family Child Care was coming to Nuernberg. The first class had only seven participants,

but word began to spread about the value of the FCC program for all members of the community. A toy lending library was established, an FCC biweekly newsletter was initiated and applications started to come in. It was soon apparent that additional personnel would be required to monitor this program. Funds were made available and two FCC outreach workers were hired.

Now the program could expand to 120 homes, the initial target. Training sessions were held every other month and the number of registered homes increased rapidly. Inspections and home visits were coordinated, the purchase of small portable fire extinguishers was arranged by the FCC Program Managers, activity schedules were prepared, background clearance checks started to come in, families began registering their children and they were on their way.

Their first FCC Providers Certification Ceremony was held with more than 150 people in attendance. The entire community

(See **SERVICE**, page 37)

Winner's circle promotes participation

by Bruce Bentley

HANAU, West Germany—Early in 1985, the Hanau Military Community (HMC) began an ambitious program called the Community Commander's Winner's Circle to publically acknowledge community members who go out of their way to make the lives of others a little bit better. Since its inception, the program has succeeded dramatically, helping to improve morale and encouraging community participation.

Brig. Gen. Thomas G. Rhame, HMC Community Commander, began the Winner's Circle program as a way to provide special thanks to those who "take every opportunity to extend themselves beyond normal performance limits, and strive to serve to the full extent of their abilities," he noted.

"They make every effort to make the living and working environments within the community the best that it can be and they take a back seat to no one in their efforts to get the job done."

"To me," he continued, "these individuals are 'Winners' in every sense of the word. My first concern is to identify and recognize these 'Winners' among us who consistently perform their duties with a high level of professionalism, while demonstrating genuine concern for people."

"Anyone in the community can nominate someone to receive the Winner's Circle award," Suellen Bunting-Berger, the Winner's Circle project officer said. The only limitation is that you cannot nominate a person that's in your own chain of command.

"We take nominations in five categories," she continued. "U.S. civilians, local German employees who work for the Army, volunteers, and local German merchants."

"Each nominee is observed 'on the job' by two different members of my staff, and their reports compared," Berger said. "We also talk to the nominees supervisors,

"By giving the award myself, I get the opportunity to personally meet with our winners and to convey my personal thanks for a job well done," Rhame said. "More importantly, I convey the appreciation and gratitude of community members who are better off for having come in contact with our awardees."

The Winner's circle award consists of a special certificate, a letter of commendation that is inserted into the individual's personnel file, and a special button indicating membership in this elite group.

Photographs and short biographies of each winner are also published in the local command newspaper, the Hanau Herald.

The reactions of those who receive the award have invariably been one of complete surprise and gratitude, and occasionally great emotion. One local German restaurant owner spent an entire afternoon and evening showing off his award to all of his American friends who visited his restaurant.

The award not only recognizes the good work of some, it also represents encouragement, a challenge to other community members to do all that they can to become 'Winner's' themselves.

"Being a 'Winner' is hard work," Rhame said. "Being a positive influence in our community, when burdened with the stress, tension, and rigors of the daily grind takes effort ... a lot of it. Going the limit, and past it, when it is sometimes easier to fall short is the true sign of a winner."



is selected as a member of the Community Commander's "Winner's Circle" for exceptional customer assistance. Community residents nominated you for your caring attitude and competent delivery of service. Your working style promotes a harmonious human relations environment and deserves to be emulated.

Presented this day of 19

Thomas G. Rhame
Brigadier General, U.S. Army
Community Commander

The Community of Winners

if appropriate. When we do this, we ask that the supervisors maintain confidentiality until we complete our evaluations. This ensures that the award, if given, will come as a complete surprise to the person receiving it."

Once an individual is selected to receive the award, it is delivered, in person, by Rhame.

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(commanders, spouses, agency and activity heads, facilitators in the training program, family members, etc.) was in attendance as the first 66 FCC Providers received their certificates.

The process is continuous, as people leave the Nuernberg community, others arrive and current providers reevaluate their positions. Already there are 42 appli-

cants for the next training session.

Where do they go from here? The current target for the Nuernberg Military Community is 270 FCC homes.

Although the new Child Development Centers (CDCs) are now coming on line, FCC is here to stay. The FCC provides a viable alternative to the center-based system. FCC homes offer a family

environment, limited number of children, flexible hours and may provide for special needs. Nuernberg is committed to provide quality child development services alternatives as part of the continuous effort to enhance and improve the quality of life for soldiers and families.

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planning process is something I worked on for the past few years with General Meyer (previous CSA). Now is the time to start giving the boards and bricks necessary to build something solid. If we don't, we will have failed soldiers and their families.

"Establishing the US Army Community and Family Support Center gives the Army a means to follow through and insure provision of needed family support."

In a nutshell, the Army Family Action Plan assigns tasks to proponents such as the Deputy Chief of Staff for Personnel, the Deputy Chief of Staff for Logistics, the Office of the Judge Advocate General and other Army Staff level representatives to resolve. It provides strategies for information, evaluation, research and budgeting.

The information strategy is one that assures the flow of information from the very highest levels of the Army to the soldiers and families as well as to other interested parties such as members of Congress, special interest groups like the National Military Family Association and others.

The evaluation strategy assures that feedback is provided to ascertain developed programs' effectiveness to allow us to finetune the programs to best satisfy the needs they were designed to meet.

The research strategy, as distinguished from evaluation, is to provide the trends in needs and demographics of the Army family that affect retention and readiness and to gain objective data to support policy formulation.

The budgeting strategy provides for requesting the funds necessary for the programs or the construction needs identified by the issues for resolution. The execution depends on certain phases to be a smooth systematic process.

Phase 1—Identification of Issues

This phase starts at installation and MACOM levels. The process culminates in the yearly Army Family Action Plan Planning Conference where issues that could not be resolved at local and MACOM level are incorporated

into the Army Family Action Plan. It is one of many opportunities to combine family member participation with the chain of command to identify concerns.

Phase 2—Policy Formulation and Resource Programming

The issues identified for resolution are evaluated in terms of policy and resource requirements. What is the practicality/probability of successful resolution of the issue? Do policies or laws work in favor of or against resolution? If against, is it reasonable to expect exception or change to permit resolution?

Phase 3—Assignment of propensity

Proponents are assigned to monitor each issue to resolution. The principle applies to the Army Staff in case of the Army Family Action Plan as it does to the major commands and installations with respect to their own Family Action Plans.

Phase 4—Budgeting

The proponent of an issue budgets for the financial requirements to manage the program or construct the facilities that the issue addresses.

Phase 5—Monitorship

The Family Action Plan provides for a General Officer Steering Committee, chaired by the Vice Chief of Staff of the Army, to meet periodically. The purpose of the committee is to provide guidance and support in the coordination required among the Army Staff to bring the issues to resolution. The General Officer Steering Committee (GOSC) also accepts recommendations or makes recommendations on issues to be added to the Army Family Action Plan. The most recent meeting was also attended by family members and major command representatives.

The Family Action Plan Planning Conference scheduled for November 19–21, 1985, will result in publication of the Army Family Action Plan III. Concurrently, we are involved in the finalization of the 1986 budget to finance issues identified in Family Action Plan I while also de-

fending and rationalizing the budget proposals for Family Action Plan II.

Summary of Family Action Plan issues completed to date:

Plan I

1. Change in regulation requires that family members be invited to participate on design panels for family quarters.

2. Approved legislation now authorizes space available dental care worldwide for military families.

3. By FY 89 all substandard housing will be upgraded to meet criteria for new housing.

4. Career intern positions are now open to family members OCONUS without civil service career status.

5. On March 26, 85 DOD approved priority placement in civil service positions for family members accompanying sponsors throughout the 50 states. Civil Service careers no longer need be disrupted because of PCS. 1338 noncompetitive appointments of family members returning from jobs overseas have been made, consistently exceeding placements of all other Federal agencies.

6. Installation civilian personnel offices now provide employment information to family members before they relocate.

7. Part-time and job-sharing opportunities are increasing and commanders are encouraged to create new opportunities.

8. Professional development courses on family awareness have been institutionalized throughout the chain of command since Oct 1 1984.

9. Official Army mailings by a commander to a soldier's family are legal as long as the information is related to the unit's mission or morale.

10. Procedures through which family members can obtain financial assistance for education were clarified (DA Pam 352-2) in August 1984.

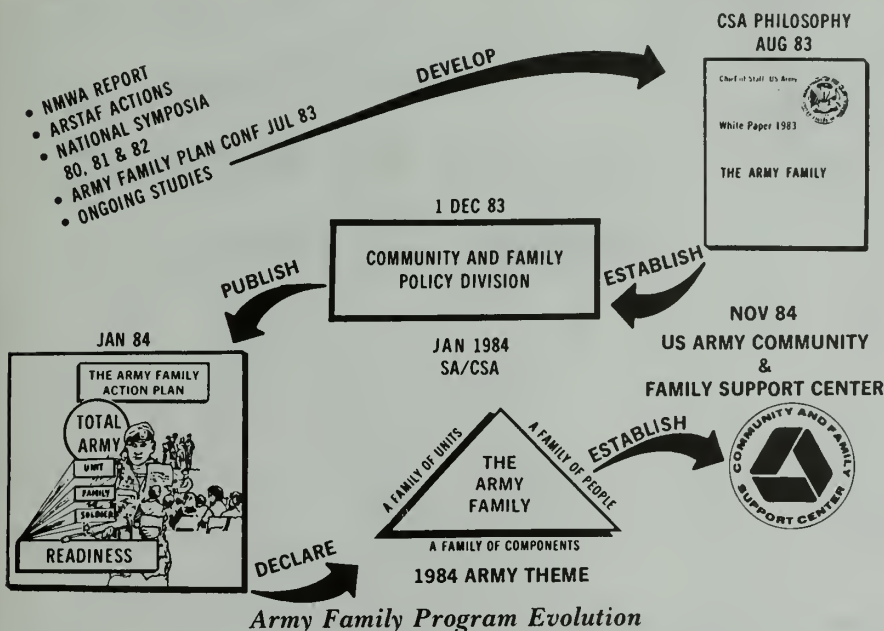
11. New staffing criteria for DODDS schools has permitted hiring of 81 new teachers to support youth education.

(See PLAN, page 39)

12. Authority for student travel from post to school continues.
13. Our children can now find part-time and summer employment through installation civilian personnel offices.
14. The standard Department of Defense Dependent Schools cur-

- communities and families.
21. Programming and resourcing support for our communities and families is now monitored through the Army Family Action Plan by a General Officer Steering Committee.
22. The Army Family Action Planning Process now assures continued research, resourcing, mon-

- nance of all family quarters now enable Army families to enjoy the same quality in Army housing as is available in the private sector.
30. Briefing materials and technical training courses are now available in the field of Family Advocacy.
31. Exceptional Family Members and their families are receiving help through revised medical training facility procedures and policies.
32. The sponsorship program has been expanded to "welcome" all members of the Army family.
33. Policy change has been published to clarify that parental kidnapping is a crime, and that the government will uphold court orders concerning custody.



Plan II

1. Change in regulation stipulates the level of financial support soldiers should pay their families during separation pending any court decisions.

2. Family members of reservists are now being issued ID cards.

3. Morale Support Activities now welcome all servicemembers, including reservists and members of The National Guard on active duty ... the "72 hour active duty" requirement for reservists has been dropped.

4. "It's Your Move," available at all transportation offices provided as useful information that can ease the strain of PCS moves.

5. Family members of reserve component now have a greater awareness of their place in the Total Army Family through articles appearing regularly in such publications as Army Reserve Magazine and News for Army Families.

6. Family oriented training time for Reserve components is now authorized officially by regulations.

7. Soldier's spouses will be required to obtain a special power of attorney from the soldier in order to submit a claim. Payment of the claim will continue to be made to the soldier in order to comply with legislative requirements.

8. 67 percent of our active Army enlistees have taken advantage of

riculum was validated. It is considered adequate.

15. A quality oriented action plan to monitor child care is now in use at all installations.

16. Soldier spouses can now receive and ship personal property without having a special power of attorney.

17. Capital gains protection in the sale of primary residence related to military assignment is now public law.

18. Outreach family child care and CO-OPs were added to current Child Development Services beginning in the third quarter, FY 85.

19. In cooperation with the US Dept of Agriculture, educational assistance is now available in all areas of consumer affairs. Additionally, coordinators are being hired to provide debt counselling, financial planning and assistance, and to establish preventive education programs in money management and consumerism.

20. The Community and Family Support was established to fulfill the Army's institutional obligation and provide advocacy for our

itoring, and evaluation of community and family needs and provision of needed programs and services.

23. Information on supplemental commercial insurance that provides realistic compensation for damaged household goods, is now available at transportation offices.

24. Commanders now have the authority to allow spouses to sign for quarters.

25. Contract cleaning of quarters is now offered as an alternative to cleaning of quarters by the occupant.

26. Family members may now obtain their Army Community Service (ACS) Office a pamphlet with specific guidance on how to "Merchandise Your Volunteer Experience for Job Credit."

27. Through educational training videos and pamphlets, e.g. "The Army Family, A Partnership," soldiers and their families are informed of the benefits and satisfaction to be gained.

28. A Family Fitness Handbook available through installation DPCAs was published in FY 85.

29. New standards for mainte-

(See PLAN, page 40)

"Special Families Have Special Needs"



The Army Exceptional Family Member Program

Contact:
Army Community Service
or
Local Medical Treatment Facility



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the educational opportunities available under our new GI Bill.

9. Family members are now actively involved in Family Action Plan initiatives through participation in The Army Family Leadership Net, volunteer banks, and the GOSC.

Remaining issues are being worked on. Commanders are already providing additional family support services based on completed actions resulting from fam-

ily action plans. Some examples are given in this issue of the Community and Family Sentinel.

Family action planning continues. For example, recently, Military District of Washington held its 2nd Annual Seminar to identify short, medium and long range family support requirements and to analyze them for issues that will be brought before the November Planning Conference for possible inclusion in The Army Family Action Plan III

which is under development.

Following the identification of new issues in November 1985 the next major and perhaps most important step in the process is obtaining resourcing for new initiatives via the Program Analysis Resource Review process. This planning and execution process is continuous and shall remain that way so that we can continuously identify and remedy shortfalls in family support.

Housing construction at Stewart involves family members

by Jolanda Woodruff

FORT STEWART, Ga.—Lower-ranking enlisted personnel will begin to occupy new housing at Fort Stewart beginning next June.

The \$11.2 million housing project is being constructed under the "one-step" approach that uses one contract and one design to decrease the time gap between fund approval by Congress and actual occupancy date. A unique feature of this construction process is that it allowed family members at Fort Stewart to submit their own ideas

about the features they would like in the housing.

The proposed landscape emphasizes the safety of soldier and family residents. A bike path will meander through the trees rather than near the side of the road, lighted tennis and basketball courts will be provided for night play, and trees and vegetation will be retained as a natural buffer.

"I think it's significant that ... the Quality of Life budget in the Army is 79 percent dedicated to housing. The Army realizes that the basic security needs should be

met, and that's best done through housing," said Patricia Sharp, Fort Stewart director of the Quality of Life Office.

"This housing project really does actualize the Army's care and concern for the Army's families. This is the way the Army is promoting excellence, wellness, partnership and a sense of community which will be apparent the day (families) move in," Sharp added.

(Article courtesy of the Fort Stewart Patriot.)